
Preliminary Ten-Year Capital Strategy

Fiscal Years 2022-2031



The City of New York
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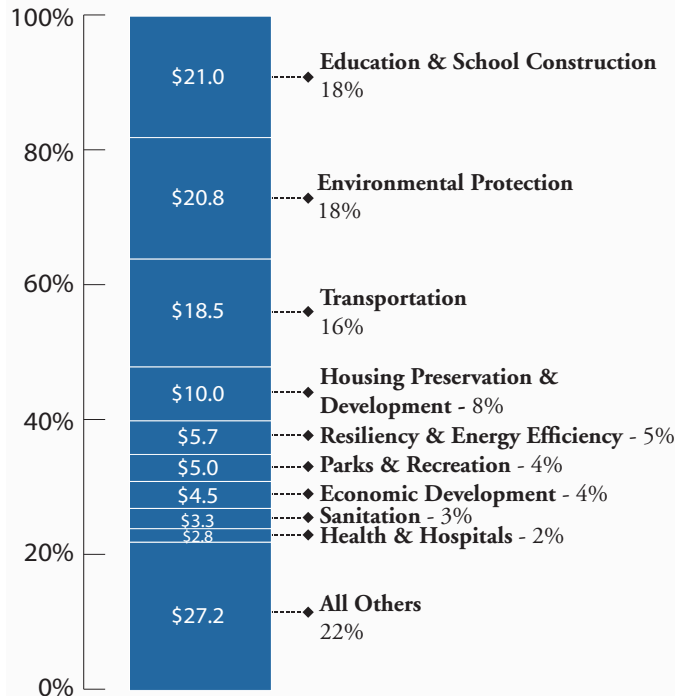
January
2021

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

2022-2031 Preliminary Ten-Year Capital Strategy Overview of \$118.8 Billion in Planned Spending

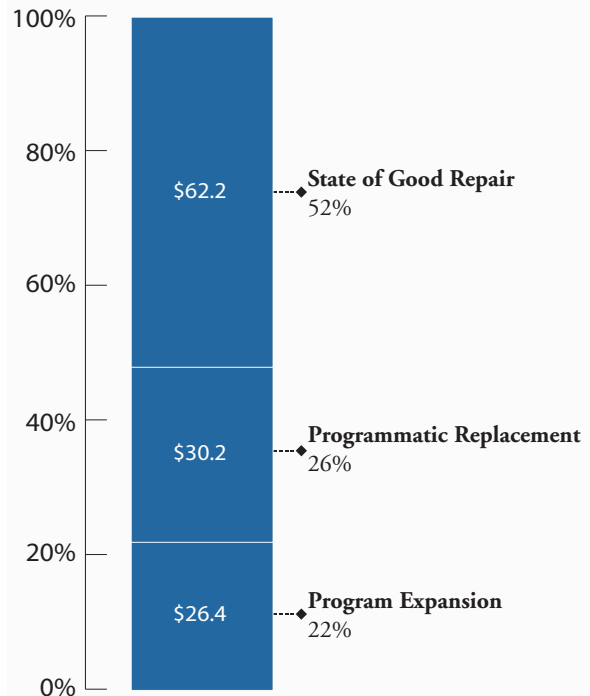
By Agency

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



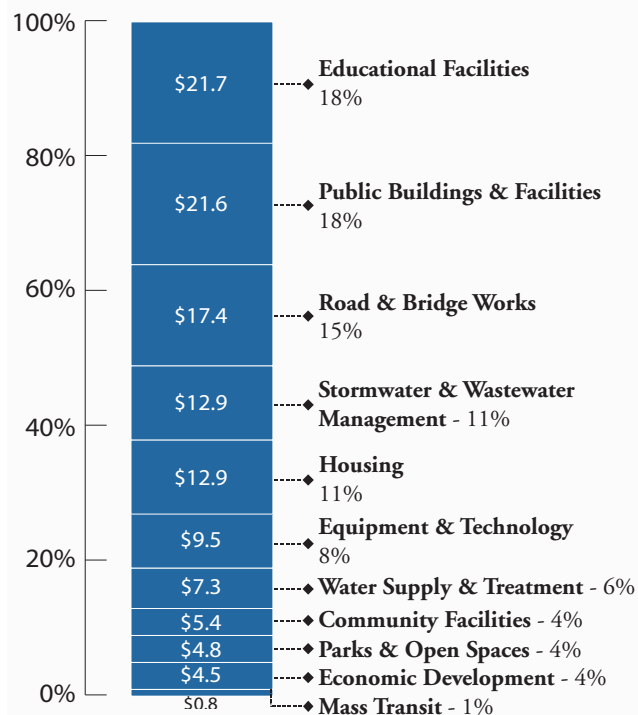
By Lifecycle Category

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



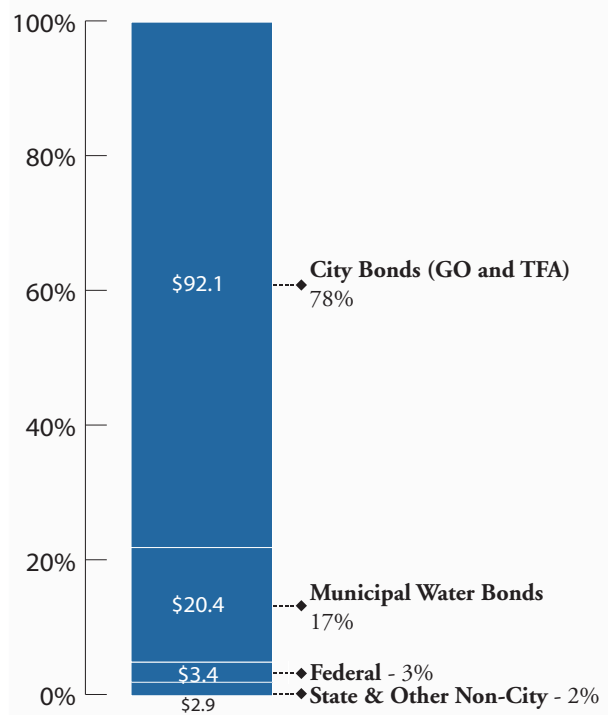
By Service Category

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



By Funding Source

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



Introduction and Overview

As we work towards the Fiscal Year 2022 Ten-Year Capital Strategy (TYCS) for the City of New York, we are pleased to publish this preliminary strategy that outlines how we plan to invest \$118.8 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.

The Preliminary Ten-Year Capital Strategy (PTYCS) is distinct from both capital budget financial documents and other citywide strategic plans, such as OneNYC. Mandated by the New York City Charter, the PTYCS provides a venue for the City to demonstrate the comprehensive infrastructure planning that the City undertakes as part of its responsibility to all New Yorkers, across all neighborhoods, and explain the connection between capital investment and strategic priorities. It is designed to help prioritize investment decisions across all capital agencies and clearly 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. Additional commentary on how the COVID-19 pandemic has impacted the capital program is below.
- 2) **Guiding Principles** that provide City agencies with a long-term framework to use in developing their capital project portfolios and underlying planning processes.
- 3) **Investment Priorities** that help City agencies orient their capital investments to reflect citywide 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. Despite the substantial disruption to all New Yorkers' lives and the economic environment, our previously-published Guiding Principles remain highly relevant – with just a few additional comments worthy of inclusion. Our Investment Priorities have been slightly altered to reflect some urgent challenges, particularly around public health and encouraging economic recovery.

In aggregate, these enhanced components reflect the Mayor's vision for shaping a stronger and fairer city through strategic capital investment decisions. They serve as a guide for capital planning, subsequent capital budgets, and commitment plans over the next decade. By adhering to these principles and priorities, we plan for both a more equitable, and a more socially, environmentally, and fiscally resilient future.

COVID-19 and the City's Capital Program

In the Spring of 2020, New York City became the epicenter of the country's COVID-19 pandemic. Virtually overnight the City's two-year tax revenue forecast was lowered by nearly \$9 billion. At the same time, the City was incurring billions of dollars in unexpected costs to save lives, protect New Yorkers' health and safety, and provide food and shelter.

On March 20, Governor Andrew Cuomo signed an Executive Order entitled Policies that Assure Uniform Safety for Everyone ("PAUSE"). The order was designed to limit the spread of the virus by temporarily closing designated non-essential business and activities statewide. Initially all construction was considered essential, but the order was later clarified to reflect that non-essential construction must shut down. As a result, the City had to discontinue work on capital projects unless they were related to COVID-19 recovery, health, life, safety, or legal mandates.

On April 28, the Governor announced that New York would begin to un-PAUSE, with phased-in reopening of closed sectors on a regional basis beginning in mid-May, though restrictions would be extended for harder hit areas like New York City.

On June 13, PAUSE restrictions were lifted for New York City. The City began to restart active construction projects and has carefully resumed other select capital projects.

In light of the pandemic, the City has had to make tough investment choices while facing unprecedented fiscal uncertainties and severe budget constraints. This included shifting funds to ensure that there were enough resources to combat the immediate health emergency. The City will continue to prioritize use of its resources for projects that address the needs of New Yorkers and that support the city's long-term recovery agenda – while remaining fiscally responsible.

Job sites are reopening daily, and planning and procurement have resumed. Progress is being made on a wide range of projects, from addressing coastal resiliency and increasing capacity in schools, to building and preserving affordable housing and increasing safety and mobility on City streets.

As the City continues to experience the human and financial impact of COVID-19, this preliminary strategy aims to improve the City's infrastructure over the next decade in a manner consistent with our commitment to fiscal responsibility, and in alignment with the guiding principles and investment priorities discussed within.

Summary of Guiding Principles

The Guiding Principles summarized below are used by City capital agencies to help develop their long-term investment and planning strategies. As guideposts, they facilitate planning within and across agencies, stress the importance of maintaining our assets in a state of good repair, and lay a roadmap to address capital planning in the City's varied and dynamic neighborhoods. By observing these principles, we will implement capital planning that furthers a strong, equitable, and more resilient city for today's New Yorkers, and for those who will live in this city for generations to come.

1. 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 accounting for major prudent renewals and mitigating larger repair costs in the future. The City will work to maintain realistic annual budget allocations and continue to foster coordinated project design, procurement, and construction across City agencies.

2. Promote forward-looking, holistic capital planning that anticipates neighborhood needs of tomorrow

The PTYCS reflects an effort by City agencies to implement a coordinated infrastructure plan that accounts for neighborhood growth trends and neighborhood-based initiatives, including current and projected population, housing, and employment. While each agency has its own capital planning process, evaluating its own infrastructure drivers, we work to ensure that, as a City, we are considering the totality of neighborhood needs over time, and that we collaborate on integrated capital plans accordingly. Capital investments are also considered in the context of other policy, regulatory, and expense budget measures to improve quality of life across the city.

3. Advance a more equitable New York City through capital investment

In line with becoming the fairest big city in the nation, the City of New York is committed to promoting equity in neighborhoods across all five boroughs. To pursue this, City agencies are considering historical and future investment trends across neighborhoods, developing better capital need assessment approaches, and coordinating capital investment with relevant City equity initiatives. The City is also looking for ways to further identify and address structural inequities experienced by specific populations and address inequitable distribution of and access to City infrastructure and assets.

4. Consider community perspectives in capital planning and decision-making

City agencies are strengthening outreach in order to collect community perspectives and are improving ways to incorporate this public feedback into the planning process, from project conception to design and construction.

We will include more detail and examples of the application of these Guiding Principles within the TYCS, published in connection with the release of the Fiscal Year 2022 Executive Budget.

Summary of Investment Priorities

The City of New York will advance five overarching capital investment priorities that are aligned to the City's programmatic priorities. These priorities cut across City capital agencies and help inform agency program planning and project priorities, as well as frame long-term capital investment allocation discussions.

1. **Maintain and modernize our infrastructure to ensure a state of good repair**

We will make substantial investments to bring our infrastructure and buildings to a state of good repair, incorporate modern design standards, address critical life safety projects, and encourage future cost savings. We can more easily sustain and improve quality of life in all neighborhoods when our physical infrastructure is robust, durable, and designed to meet future needs.

2. **Strengthen public health and safety**

The City will support the health 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, and continuing to expand our multimodal transportation network. We will also work to ensure the safety of New Yorkers through modernization of our fire, police, and correctional facilities – with one key investment being a more just borough-based jail system to replace the Rikers Island jail complex.

3. **Catalyze economic recovery and broaden access to education**

We will re-examine the City's capital projects portfolio in light of the need to bolster economic recovery in all boroughs. The City will continue our commitment to education through more investment in schools, higher education, and workforce training to meet the evolving needs of communities and employers.

4. **Support growth and preserve affordability in our diverse neighborhoods**

We will continue to invest in housing for low- and moderate-income New Yorkers. The City will also continue to invest in the infrastructure necessary to support growing neighborhoods - such as parks, community facilities, schools, sewers, and streets to underpin their attractiveness as places to live and work.

5. **Reinforce citywide climate resiliency**

We will continue to invest in resilient infrastructure in neighborhoods across all five boroughs. Repairs, improvements, and new infrastructure projects will be viewed through the lens of how they mitigate flood risk for essential infrastructure, improve coastal protection, and address heat vulnerability to protect our current and future residents from the effects of climate change.

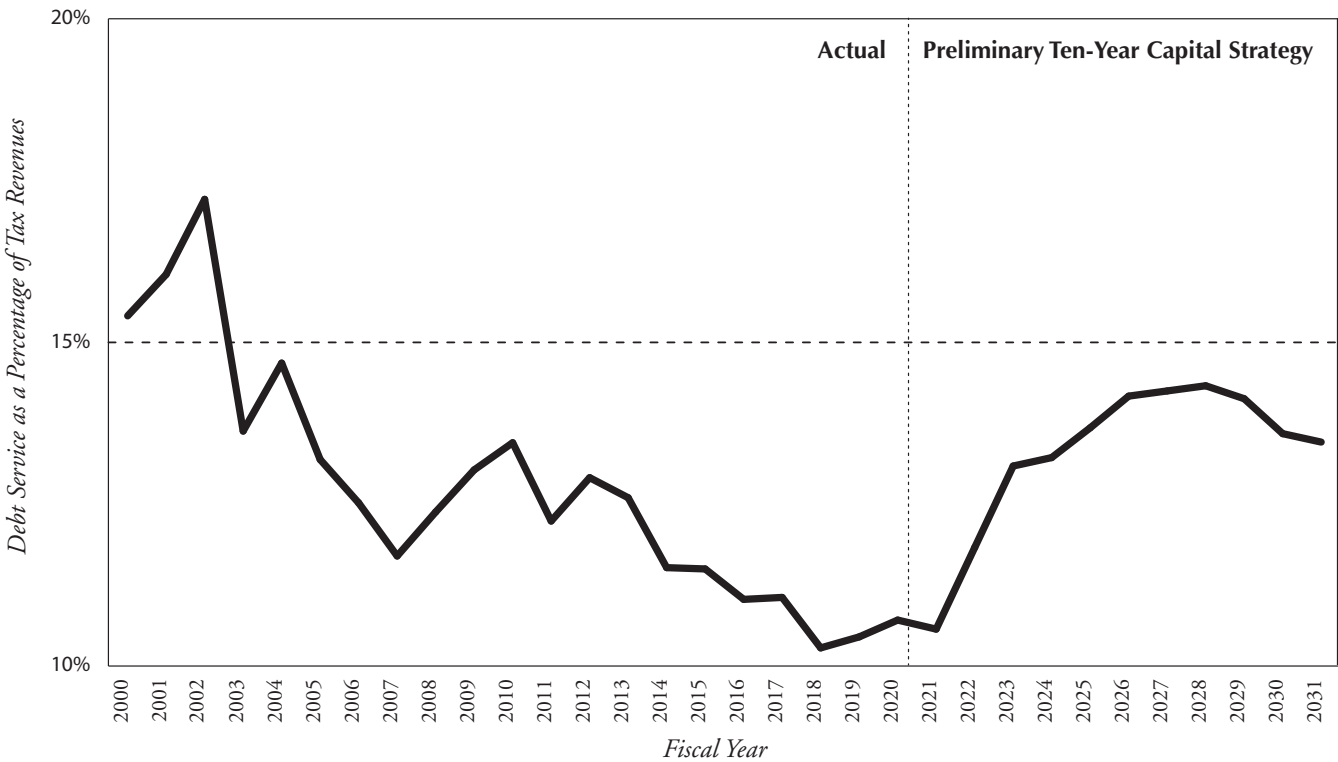
We will include more detail and examples of the Investment Priorities within the TYCS, published in connection with the release of the Fiscal Year 2022 Executive Budget.

Maintain New York City's Financial Responsibility

New York City's capital investments are primarily funded through the issuance of bonds, which are purchased by financial institutions and New Yorkers alike.

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.

Fiscal Year	Anticipated Debt Service Obligation (\$ in billions)	Debt Service as a Percentage of Tax Revenue
2022	\$7.4	11.8%
2023	\$8.5	13.1%
2024	\$8.8	13.2%
2025	\$9.4	13.7%
2026	\$10.0	14.2%
2027	\$10.5	14.3%
2028	\$11.0	14.3%
2029	\$11.3	14.1%
2030	\$11.3	13.6%
2031	\$11.7	13.5%



Distribution of the All Funds Preliminary Ten-Year Capital Strategy 2022-2031

Total Program: \$118,790

(\$ in millions)

<u>State of Good Repair</u>	<u>\$62,222</u>	<u>Program Expansion</u>	<u>\$26,373</u>	<u>Programmatic Replacement</u>	<u>\$30,195</u>
• Reconstruction & Rehabilitation of Schools	\$13,894	• New School Construction	\$7,148	• Design & Construction of New Jail Facilities	\$8,080
• East River & Other Bridge Reconstruction	9,979	• New and Special Needs Housing	5,506	• Upgrade of Water Pollution Control Plants	5,169
• Housing Preservation & Rehabilitation	7,354	• Neighborhood Revitalization & Community Development	2,450	• Water Main Replacement & Dam Safety Program	2,912
• Reconstruction & Resurfacing of Streets & Highways	7,146	• Construction of the Third Water Tunnel	2,326	• Citywide Information Systems & Equipment	2,780
• Resiliency, Energy Efficiency & Sustainability	5,631	• Industrial, Commercial, Waterfront & Market Development	2,074	• Reconstruction & Renovation of Court Facilities	2,313
• Reconstruction of Recreational Spaces	4,767	• Augmentation of Sewers	1,761	• Water Quality Mandates & Preservation	2,041
• Rehabilitation of Hospitals & Health Clinics	2,969	• Sewer Extensions to Accommodate New Development	1,433	• Purchase of Sanitation Equipment	1,991
• Rehabilitation of Public Buildings & Systems	1,681	• Water Quality Preservation	1,099	• Firefighting Equipment & Vehicles	840
• Rehabilitation of Libraries & Cultural Institutions	1,597	• Water Main Construction	824	• Medical Equipment & Systems	674
• Sanitation Garages & Facilities	1,186	• Green Infrastructure	509	• Police Vehicles & Equipment	617
• Social Services Facility & Technology Upgrades	1,135	• Improvements to Cultural & Recreational Facilities	264	• Sewer Components	585
• Replacement of Failing Sewer Components	1,021	• Bluebelt Program	259	• Replacement of DEP Facilities & Equipment	555
• Correctional Facilities Building Systems & Infrastructure Repair	909	• Solid Waste Management	152	• Ferry Boats and Terminals	433
• Upgrades to Traffic Systems	739	• Water Pollution Improvements	146	• Transit System Rehabilitation	400
• Reconstruction & Rehabilitation of CUNY Facilities	663	• New Correction Training Academy	108	• Correctional Equipment	262
• Renovation of Police Facilities	594	• Animal Care	107	• Social Services Management Systems & Equipment	233
• Fire House Renovations	529	• Others	207	• Others	310
• Water for the Future & Filtration Avoidance	192				
• Others	236				

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

(\$ in 000's)

	FY22-25		FY22-31	
	City Funds	All Funds	City Funds	All Funds
Education	\$12,810,806	\$14,063,806	\$18,660,128	\$21,013,128
Bridges	3,805,974	4,181,280	9,487,466	10,004,009
Housing	4,443,701	4,571,701	9,661,244	9,981,244
Correction	6,405,070	6,405,070	9,359,194	9,359,194
Resiliency, Technology & Equipment	4,204,453	4,400,154	8,103,214	8,298,915
Water Pollution Control	3,831,307	4,061,905	7,475,891	7,866,204
Highways	3,317,751	3,548,150	6,626,093	7,146,067
Sewers	2,016,247	2,016,249	5,044,636	5,046,438
Parks and Recreation	3,939,049	4,344,935	4,618,014	5,025,595
Water Mains	2,148,606	2,148,883	4,984,736	4,988,013
Subtotal-Major Agency Programs	\$46,922,964	\$49,742,133	\$84,020,616	\$88,728,807
Economic Development	\$1,829,910	\$1,991,864	\$4,329,166	\$4,523,781
Sanitation	1,669,064	1,679,391	3,319,060	3,329,387
Housing Authority	1,418,229	1,418,229	2,892,638	2,892,638
Hospitals	1,230,135	1,943,290	2,136,739	2,849,894
Courts	811,105	819,218	2,321,807	2,329,920
Water Supply	1,439,912	1,439,912	2,327,212	2,327,212
Public Buildings	945,718	948,118	1,889,755	1,892,155
Fire	720,817	807,641	1,282,126	1,368,950
Police	731,601	742,632	1,199,870	1,210,901
Health	933,217	938,090	1,072,669	1,082,071
Cultural Affairs	833,197	835,310	898,422	900,535
Traffic	289,911	408,365	612,577	842,833
CUNY	555,910	560,049	734,457	738,596
Homeless Services	360,658	362,389	648,499	650,230
DEP Equipment	306,263	306,263	606,768	606,768
Ferries	153,073	265,359	317,389	433,633
Transit	160,000	160,000	400,000	400,000
Admin For Children's Services	177,692	197,300	334,036	353,644
Queens Libraries	254,012	254,044	344,410	344,442
Human Resources	120,338	179,451	223,465	314,998
Brooklyn Libraries	265,948	272,206	278,599	284,857
NY Branch Libraries	154,201	154,201	196,177	196,177
Transportation Equipment	54,463	55,811	68,694	70,042
Real Estate	17,850	17,850	58,892	58,892
Aging	34,940	34,940	53,919	53,919
NY Research Library	3,257	3,257	5,169	5,169
Total	\$15,471,421	\$16,795,180	\$28,552,515	\$30,061,644
Grand Total	\$62,394,385	\$66,537,313	\$112,573,131	\$118,790,451

Preliminary Ten-Year Capital Strategy Fiscal Years 2022-2031

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				Citywide Total	123

Financing Program

The City financing program projects \$53 billion of long-term borrowing for the period fiscal years 2021 through 2025 to support the current City capital program, excluding \$981 million planned to be issued for education purposes through Building Aid Revenue Bonds (BARBs). The portion of the capital program not financed by the New York City Municipal Water Finance Authority (NYW or the Authority) will be split between General Obligation (GO) bonds of the City and Future Tax Secured (FTS) bonds of the New York City Transitional Finance

Authority (TFA). Given the TFA is near its statutory limit on BARB debt outstanding, the financing program reflects BARB issuance so as to remain under the limit.

The City and TFA FTS expect to issue \$21.2 billion and \$23.6 billion, respectively, during the plan period. The City issuance supports 40 percent of the total, while TFA FTS issuance supports 45 percent of the total. NYW will issue approximately \$8.2 billion.

2021–2025 Financing Program

(\$ in millions)

	2021	2022	2023	2024	2025	Total
City General Obligation Bonds	\$2,188	\$4,140	\$4,730	\$4,950	\$5,240	\$21,248
TFA FTS Bonds ⁽¹⁾	4,553	4,140	4,730	4,950	5,240	23,613
Water Authority Bonds ⁽²⁾	1,563	1,414	1,577	1,685	1,963	8,202
Total	\$8,304	\$9,694	\$11,037	\$11,585	\$12,443	\$53,063

(1) TFA Bonds do not include BARBs issued for education capital purposes. TFA expects to continue to issue BARBs under the current legislative authorization. For amounts, see the Transitional Finance Authority section below.

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

2021–2025 Debt Outstanding

(\$ in millions at year end)

	2021	2022	2023	2024	2025
City General Obligation Bonds	\$38,879	\$40,845	\$43,101	\$45,472	\$48,121
TFA FTS Bonds ⁽¹⁾	43,178	46,060	49,014	52,151	55,472
TSASC Bonds	993	966	938	909	879
Conduit Debt	995	929	838	769	701
Total	\$84,045	\$88,800	\$93,891	\$99,301	\$105,173
Water Authority Bonds	\$32,045	\$33,025	\$34,105	\$35,276	\$36,725

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

Financing Program

2021–2025 Annual Debt Service Costs (*\$ in millions, before prepayments*)

	2021	2022	2023	2024	2025
City General Obligation Bonds	\$3,499	\$3,899	\$4,460	\$4,735	\$4,927
TFA FTS Bonds ⁽¹⁾	2,832	3,334	3,876	3,969	4,336
TSASC Bonds	82	76	76	76	76
Conduit Debt	125	125	148	118	116
Total Debt Service	\$6,538	\$7,434	\$8,560	\$8,898	\$9,455
Water Authority Bonds ⁽²⁾	\$1,406	\$1,802	\$1,964	\$2,094	\$2,184

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

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

2021–2025 Debt Burden

	2021	2022	2023	2024	2025
Total Debt Service ⁽¹⁾ as % of:					
a. Total Revenue	6.8%	8.0%	8.9%	9.1%	9.5%
b. Total Taxes	10.6%	11.8%	13.1%	13.2%	13.7%
c. Total NYC Personal Income	0.9%	1.0%	1.1%	1.1%	1.2%
Total Debt Outstanding ¹ as % of:					
a. Total NYC Personal Income	12.0%	12.2%	12.5%	12.7%	12.9%

(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 6.8 percent of the City's total budgeted revenues in fiscal year 2021. That ratio is projected to rise to 9.5 percent in fiscal year 2025. As a percentage of tax revenues, the debt service ratio is 10.6 percent in fiscal year 2021 and is projected to increase to 13.7 percent in fiscal year 2025.

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 surrounding COVID-19, Moody's and

Fitch have downgraded the City and its related appropriation credits. Furthermore, Moody's, Fitch, as well as S&P currently have the City on negative outlook. Additionally, for TFA, the FTS bonds are on negative outlook by Moody's. The BARBs were downgraded by Moody's to Aa3 and are on negative outlook by S&P and Fitch due to the BARBs relationship to the State budget. The outlooks for NYW & EFC, however, remain stable. Despite the downgrades and negative outlooks, 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
NYC GO	Aa2	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, 2020, the City has issued \$900 million in GO bonds for capital purposes and approximately \$2.9 billion in GO refunding bonds. 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>
2021 AB	R	9/9/2020	\$1,100	\$288	\$1,388
2021 C	N	10/15/2020	900	0	900
2021 DE	R	1/6/2021	0	1,500	1,500
Total			\$2,000	\$1,788	\$3,788

The GO refunding transactions completed to date in fiscal year 2021 generated approximately \$445 million of debt service savings during the financial plan period.

In addition to the total issuance mentioned above, the City took steps to manage its outstanding floating rate debt. The City reoffered five subseries of floating rate bonds amounting to approximately \$223 million of par, all of which were converted to fixed rates.

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, compose the majority of the City's variable rate portfolio. The City and its related entities also have floating rate bonds which do not require a bank facility, where the 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 \$8.4 billion of floating rate exposure, which provides attractive financing costs relative to long term fixed-rate debt.

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

The City plans to issue GO bonds for capital purposes of approximately \$2.2 billion, \$4.1 billion, \$4.7 billion, \$5.0 billion, and \$5.2 billion in fiscal years 2021 through 2025, respectively.

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. Due to market disruptions related to the onset of COVID-19, floating rate debt experienced a spike in rates in March of 2020. Floating rates have since normalized and are expected to continue to provide lower overall rates compared to fixed rate debt.

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 10 percent, and this is even more manageable after taking into account the 10-year average balance of \$7.5 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 1 percent of its outstanding debt. Moreover, the City uses conservative assumptions in budgeting 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	\$5,037	\$3,254	\$30	\$0	\$8,321
Synthetic Fixed	17	0	31	0	48
Total Floating-Rate	\$5,054	\$3,254	\$61	\$0	\$8,369
Total Debt Outstanding	\$38,879	\$43,178	\$995	\$993	\$84,045
% of Floating-Rate / Total Debt Outstanding					10.0%
Total Floating-Rate Less \$7.5 Billion Balance in General Fund (Floating-Rate Assets)					873
% of Net Floating Rate / Total Debt Outstanding					1.0%

(1) End of Fiscal Year 2021 Debt Outstanding as of the January 2021 Financial Plan excluding NYW, HYIC, and TFA BARBs

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. The City did not enter into any new interest rate swaps to date in fiscal year 2021. The TFA has no outstanding swaps. The total notional amount of GO swaps outstanding as of September 30, 2020 was \$416 million, on which the termination value was negative \$78 million. This is the theoretical amount that the City would pay if all of the swaps terminated under market conditions as of September 30, 2020.

After June 30, 2023, the quotes to set the commonly used one month and three-month London Inter-bank Offered Rate (LIBOR) are likely to 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. Because the tax-exempt index SIFMA has been the City's preferred index, the City, TFA, and NYW have no floating rate debt instruments linked to LIBOR. For currently outstanding GO and NYW swaps, some of the payments received are based on a percentage of LIBOR and scheduled to still be in effect after 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 1985 to finance capital improvements to the City's water and sewer system. Since its first bond sale in November 1985, the Authority has sold \$74.0 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, \$31.4 billion is outstanding, \$30.1 billion, including \$665 million of special resolution crossover bonds, was refinanced, \$5.9 billion was defeased with Authority funds prior to maturity, and \$6.8 billion was retired with revenues as it 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 December 31, 2020, \$155 million of BANs draws are outstanding. By the end of fiscal year 2021, the Authority expects to draw down an additional \$275 million of bond anticipation notes proceeds. The Authority is authorized to draw up to \$600 million of commercial paper notes, including up to \$400 million of the Extendible 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.

NYW's outstanding debt also includes floating rate bonds, which have been a reliable source of cost effective financing. NYW has \$4.7 billion of floating rate bonds or 14.9 percent of its outstanding 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

Financing Program

facilities. NYW's exposure also includes \$500 million of privately placed tax-exempt index rate bonds, which pay interest based on a specified index. Index rate bonds do not require liquidity facilities, however, they provide for an increased rate of interest commencing on an identified step up date if the bonds are not converted or refunded. Through the step up date, the bonds have an all-in cost similar to floating rate bonds supported by liquidity facilities.

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, 2020, the combined mark-to-market value of the swaps was negative \$161.6 million. This is the theoretical amount, which NYW would pay if both swaps were terminated

as of September 30, 2020. As is the case with the City's tax-supported debt, NYW is monitoring 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.

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

Summarized in the following table are the issuances that have closed to date in fiscal year 2021. 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>
2021 AA	N/R	9/30/2020	\$650	2.80%	2050
2021 BB	N/R	12/15/2020	534	2.85%	2050
Total			\$1,184		

NYW is projected to issue \$882 million of additional new money bonds over the remainder of fiscal year 2021. This amount includes \$430 million of bonds, which NYW expects to issue to EFC to redeem bond anticipation notes. During the period from fiscal year 2022 to fiscal year 2025, NYW expects to sell an average of approximately \$1.7 billion of new money bonds per year. Of this amount, NYW plans to issue \$300 million bonds annually to EFC, taking advantage of the interest rate subsidy available for qualifying projects, and minimizing the overall costs of its financing program. After fiscal year 2021, 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.

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

Since July 1, 2020, the TFA has issued approximately \$2.0 billion in bonds for capital purposes and \$1.6 billion in TFA 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>
2021 AB	R	9/1/2020	\$1,349	\$275	\$1,624
2021 C	N	9/24/2020	900	173	1,073
2021 D	N	11/5/2020	700	200	900
Total			\$2,949	\$648	\$3,597

The TFA refunding transaction completed to date in fiscal year 2021 generated approximately \$371 million of debt service savings during the financial plan period.

Additionally, the TFA took steps to manage outstanding floating rate bonds by reoffering approximately \$550 million of floating rate bonds and converting them to a fixed rate mode.

The TFA plans to issue TFA FTS bonds for capital purposes of approximately \$4.6 billion, \$4.1 billion, \$4.7 billion, \$5.0 billion, and \$5.2 billion in fiscal years 2021 through 2025, respectively.

In April 2006, the State enacted legislation authorizing issuance by the TFA of an additional \$9.4 billion of bonds to be used to fund capital costs for the Department of Education. This legislation also

provided for the assignment to TFA of State building aid that had previously been paid directly to the City. The TFA currently has approximately \$8.4 billion of BARBs outstanding which fund the capital program of the Department of Education. The financing program reflects BARB issuance projections to remain under the statutory cap. The TFA plans to issue BARBs of approximately \$200 million, \$194 million, \$197 million, \$204 million, and \$186 million in fiscal years 2021 through 2025, respectively, totaling \$981 million over the plan period.

Since July 1, 2020, TFA has issued \$200 million in BARBs for capital purposes.

NYC TFA BARB 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>
2021 S-1	N	10/22/2020	\$200	\$0	\$200
Total			\$200	\$0	\$200

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. Principal 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 and various developer payments. To the extent these revenues are not sufficient to cover interest payments, the City has agreed to make interest support payments (ISP) to HYIC subject to appropriation.

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 in the future any excess revenues over and above amounts needed for HYIC debt service.

Although the economic impact of COVID-19 has affected the credit ratings on HYIC, the revenues securing the debt remain robust. In connection with credit rating action on the City, Moody's downgraded its rating on HYIC to Aa3 with a negative outlook. Fitch downgraded the first and second indenture ratings to A+ and A, respectively, with a negative outlook. S&P maintained AA- and A+ ratings for the first and second indenture bonds, respectively, but assigned a negative outlook on HYIC. Despite the negative rating actions, revenues collected to date fully fund all debt service due this fiscal year obviating the need for ISP.

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.

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 goods movement, as most goods are shipped into the City via trucks. In the face of these trends the challenge will be to channel as much of this rising demand into mass transit as possible, while still maintaining a viable and safe local street system. Simultaneously, the City must maintain its aging bridge and arterial network so that vital transportation links do not become structurally deficient or congested, and to limit pollution-causing bottlenecks, which can impede the City's economic growth.

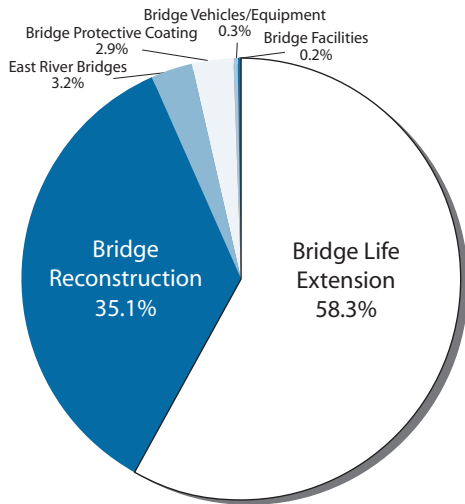
Capital Program Goals

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

Preliminary Ten-Year Capital Strategy

The Preliminary Ten-Year Capital Strategy provides approximately \$18.5 billion to the Department, with Bridges and Highways receiving the bulk of funding, totaling approximately \$17.2 billion.

Department of Transportation - Bridges



Bridges

	(in millions)
• Bridge Life Extension	\$5,836.9
• Bridge Reconstruction	3,513.6
• East River Bridges	324.9
• Bridge Protective Coating	287.7
• Bridge Vehicles/Equipment	25.2
• Bridge Facilities	15.7
TOTAL	\$10,004.0

The Preliminary Ten-Year Capital Strategy provides \$10.0 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 \$4.2 billion to the Bridge Program, of which \$898.8 million is planned to be committed in 2022. 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 \$5.8 billion for rehabilitative work on approximately 50 bridge structures currently rated “fair” or “good” that require an upgrade to their current condition, in addition to component rehabilitation work on various bridges. These projects include \$421.5 million for the Trans-Manhattan Expressway and \$133.4 million for Grand Street over Newtown Creek.

Bridge Reconstruction

The Preliminary Ten-Year Capital Strategy provides \$3.5 billion to reconstruct over 50 bridge structures currently rated “fair” or “good,” including \$1.5 billion for Brooklyn-Queens Expressway (BQE) bridges from Sands Street to Atlantic Avenue and \$307.6 million for the Shore Road Bridge over Hutchinson River.

East River Bridges

The Preliminary Ten-Year Capital Strategy provides \$324.9 million for rehabilitative work on the East River Bridges. Funds for these projects include repairs and painting work on the Williamsburg Bridge totaling \$155.8 million and hazard mitigation work on the Queensboro Bridge totaling \$140.9 million.

Bridge Protective Coating

The Preliminary Ten-Year Capital Strategy provides \$287.7 million for protective coating treatment on bridge structures. This program includes \$42.0 million for Macombs Dam Bridge and \$28.9 million for Broadway Bridge over Harlem River.

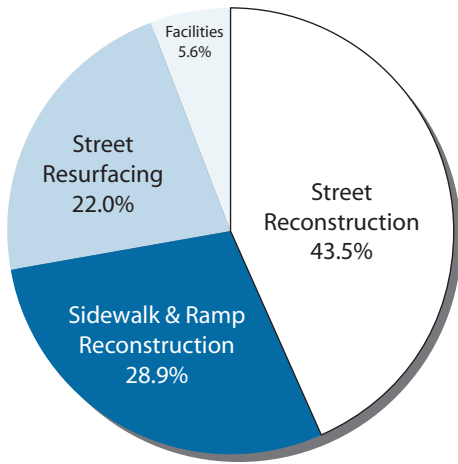
Bridge Facilities, Equipment and Vehicles

The Preliminary Ten-Year Capital Strategy provides \$25.2 million for the purchase of equipment and vehicles and \$15.7 million for bridge facilities.

Department of Transportation - Bridges

Project Type: BR and HB		(\$ in 000's)										
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
East River Bridges												
City		44,765	928	0	140,877	0	0	0	0	0	0	186,570
Federal		138,350	0	0	0	0	0	0	0	0	0	138,350
Fair Bridges												
City		246,120	467,747	722,186	344,994	830,271	234,269	234,270	234,307	0	0	3,314,164
Federal		21,974	78,752	0	0	96,237	0	0	0	0	0	196,963
State		3	1,907	0	0	0	0	0	0	0	0	1,910
Useful Life Extension and Miscellaneous Work												
City		2	0	0	0	0	0	0	0	0	0	2
Bridge Life Extension and Miscellaneous Work												
City		315,777	214,679	621,424	531,634	681,205	419,852	318,103	400,128	991,133	1,164,057	5,657,992
Federal		80,814	22,452	29,969	0	45,000	0	0	0	0	0	178,235
State		272	394	0	0	0	0	0	0	0	0	666
Bridge Painting												
City		42,400	10,000	57,586	32,000	15,669	2,000	32,000	32,000	32,000	32,000	287,655
Poor Bridges												
City		596	0	0	0	0	0	0	0	0	0	596
Equipment for Bridge Maintenance												
City		1,533	500	500	500	2,036	531	0	0	0	0	5,600
Bridge Facilities												
City		2,500	0	0	0	0	3,861	2,856	2,007	2,027	2,061	15,312
Federal		0	419	0	0	0	0	0	0	0	0	419
Bridge Vehicles												
City		3,655	544	877	1,650	1,452	1,177	3,221	2,320	2,333	2,346	19,575
Project Type Total by Source of Funds												
City		657,348	694,398	1,402,573	1,051,655	1,530,633	661,690	590,450	670,762	1,027,493	1,200,464	9,487,466
Federal		241,138	101,623	29,969	0	141,237	0	0	0	0	0	513,967
State		275	2,301	0	0	0	0	0	0	0	0	2,576
Project Type Total												
All Funds		898,761	798,322	1,432,542	1,051,655	1,671,870	661,690	590,450	670,762	1,027,493	1,200,464	10,004,009

Department of Transportation - Highways



Street Resurfacing

The Preliminary Ten-Year Capital Strategy funds the resurfacing of 6,580 lane miles of primary streets and arterial highways at a ten-year cost of \$1.6 billion.

Facility Reconstruction

A total of \$397.9 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	\$3,105.1
• Sidewalk & Ramp Reconstruction	2,062.7
• Street Resurfacing	1,580.4
• Facilities	397.9
TOTAL	\$7,146.1

The Preliminary Ten-Year Capital Strategy provides \$7.1 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 \$3.1 billion. This work includes \$1.3 billion for Vision Zero projects implemented, Citywide, and \$218.8 million to improve drainage conditions in Southeast Queens.

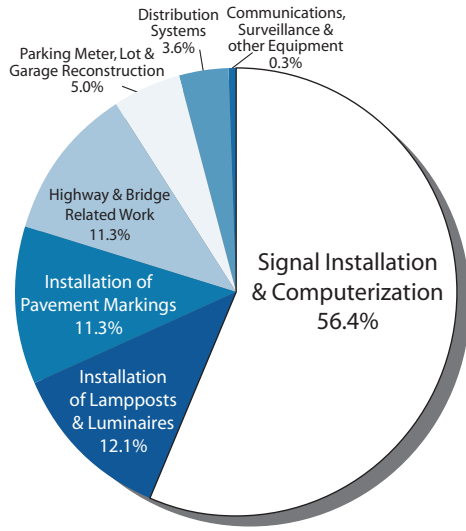
Sidewalk and Ramp Reconstruction

For the ten-year period, \$1.6 billion is provided to install and reconstruct pedestrian ramps throughout the City. Additionally, sidewalks will be reconstructed throughout the City, at a cost of \$510.9 million.

Department of Transportation - Highways

Project Type: HW	(\$ in 000's)										
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
Facility Reconstruction											
City	50,659	40,813	176,738	12,002	32,504	18,968	13,301	14,424	14,674	15,761	389,844
Federal	3,622	4,467	0	0	0	0	0	0	0	0	8,089
Local Street Reconstruction											
City	6,142	50	0	1,000	0	6,034	126	3,025	1,122	0	17,499
Federal	329	0	0	0	0	0	0	474	0	0	803
State	0	0	0	0	0	300	0	88	0	0	388
Pedestrian Ramp Construction											
City	255,225	123,975	208,931	108,622	123,977	112,831	115,833	161,075	166,787	173,458	1,550,714
Federal	0	0	0	0	0	861	0	0	0	0	861
Private	0	0	0	236	0	0	0	0	0	0	236
Primary Street Reconstruction											
City	325,124	411,209	159,905	684,855	271,515	286,916	193,346	68,688	119,120	162,189	2,682,867
Federal	77,332	28,256	40,620	2,127	0	131,569	13,850	60,617	3,017	0	357,388
State	1,635	12,032	1,185	5,699	0	12,375	6,000	403	1,897	0	41,226
Private	717	39	0	0	0	11	3,424	0	0	0	4,191
Primary Street Resurfacing											
City	189,433	133,195	137,130	143,589	145,979	150,504	156,506	162,785	169,297	176,068	1,564,486
Federal	201	0	0	0	0	0	0	0	0	0	201
State	15,700	0	0	0	0	0	0	0	0	0	15,700
Reconstruction of Retaining Walls											
City	0	0	697	0	0	0	0	0	0	0	697
Sidewalk Reconstruction											
City	26,936	33,520	33,395	54,606	30,269	43,563	43,750	49,437	46,766	57,744	419,986
Federal	0	0	586	1,380	0	14,421	0	0	0	0	16,387
State	0	0	0	0	0	0	0	260	0	0	260
Private	7,564	6,668	6,668	13,336	6,668	6,668	6,668	6,668	6,668	6,668	74,244
Project Type Total by Source of Funds											
City	853,519	742,762	716,796	1,004,674	604,244	618,816	522,862	459,434	517,766	585,220	6,626,093
Federal	81,484	32,723	41,206	3,507	0	146,851	13,850	61,091	3,017	0	383,729
State	17,335	12,032	1,185	5,699	0	12,675	6,000	751	1,897	0	57,574
Private	8,281	6,707	6,668	13,572	6,668	6,679	10,092	6,668	6,668	6,668	78,671
Project Type Total											
All Funds	960,619	794,224	765,855	1,027,452	610,912	785,021	552,804	527,944	529,348	591,888	7,146,067

Department of Transportation - Traffic



Traffic

	(in millions)
• Signal Installation and Computerization	\$475.4
• Installation of Lampposts and Luminaires	101.8
• Installation of Pavement Markings	95.6
• Highway and Bridge Related Work	95.4
• Parking Meter, Lot and Garage Reconstruction	42.2
• Distribution Systems	30.3
• Communications, Surveillance and other Equipment	2.2
TOTAL	\$842.8

The Preliminary Ten-Year Capital Strategy provides \$842.8 million for Traffic programs.

Signal Installation and Computerization

The Preliminary Ten-Year Capital Strategy provides \$475.4 million for signal installation and computerization. This includes \$124.1 million to install accessible pedestrian signals.

Installation of Lampposts and Luminaires

The Preliminary Ten-Year Capital Strategy provides \$101.8 million for the installation of lampposts and luminaires.

Installation of Pavement Markings

The Preliminary Ten-Year Capital Strategy provides funding of \$95.6 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 \$95.4 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 \$42.2 million for parking meters and facilities.

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 \$30.3 million.

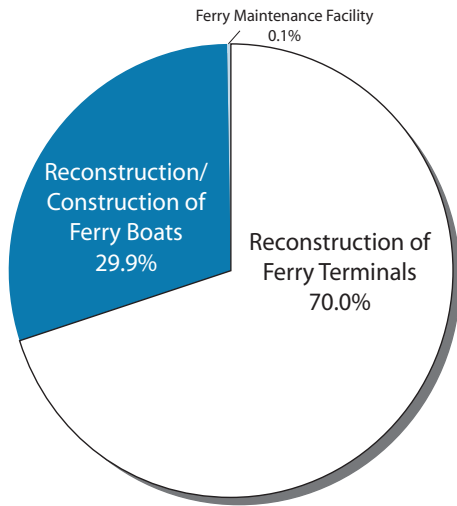
Communications, Surveillance and other Equipment

The Preliminary Ten-Year Capital Strategy provides \$2.2 million for purchase and installation of electric vehicle charging stations.

Department of Transportation - Traffic

Project Type: TF	(\$ in 000's)											
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total	
Traffic Work in Conjunction with Fair Bridges												
City	11	0	0	0	0	0	0	0	0	0	0	11
Communications, Surveillance Equipment												
City	2,170	0	0	0	0	0	0	0	0	0	0	2,170
Highway Drawdown Program												
City	1,126	182	381	2,188	2,292	865	790	49,275	0	0	0	57,099
Federal	89	0	0	0	0	1,607	0	244	0	0	0	1,940
Installation of Lampposts and Luminaires												
City	372	320	2,725	6,003	5,315	2,875	0	49	51	146	0	17,856
State	1,702	7,500	23,644	8,259	22,000	7,500	0	13,295	0	0	0	83,900
Parking Meters, Lots and Garages												
City	27,205	0	0	0	0	6,194	4,845	983	1,476	1,500	0	42,203
Installation of Pavement Markings												
City	9,500	6,452	6,645	6,845	7,050	7,262	7,480	7,757	17,875	18,751	0	95,617
Traffic Work in Conjunction with Highway Reconstruction												
City	679	690	1,659	2,878	0	5,032	11,491	1,871	11,019	0	0	35,319
Federal	0	0	0	0	0	0	0	0	1,000	0	0	1,000
Replacement of Electrical Distribution Systems												
Federal	0	0	5,295	0	0	0	0	0	0	0	0	5,295
State	5,000	0	5,000	0	5,000	0	5,000	5,000	0	0	0	25,000
Signal Installation and Computerization												
City	92,565	17,642	39,897	61,776	28,525	32,690	17,843	22,589	23,493	25,282	0	362,302
Federal	780	500	0	0	1,158	8,998	0	0	0	0	0	11,436
State	11,384	6,513	20,500	22,288	0	20,500	0	20,500	0	0	0	101,685
Project Type Total by Source of Funds												
City	133,628	25,286	51,307	79,690	43,182	54,918	42,449	82,524	53,914	45,679	0	612,577
Federal	869	500	5,295	0	1,158	10,605	0	244	1,000	0	0	19,671
State	18,086	14,013	49,144	30,547	27,000	28,000	5,000	38,795	0	0	0	210,585
Project Type Total												
All Funds	152,583	39,799	105,746	110,237	71,340	93,523	47,449	121,563	54,914	45,679	0	842,833

Department of Transportation - Ferries



Reconstruction of Ferry Terminals

The Preliminary Ten-Year Capital Strategy includes \$303.3 million for the rehabilitation and renovation work to ferry terminal buildings, slips, and racks.

Reconstruction/Construction of Ferry Boats

The Preliminary Ten-Year Capital Strategy provides \$129.7 million for various projects associated with the Department of Transportation-operated ferry boats.

Reconstruction of Ferry Maintenance Facility

Funding of \$0.6 million is included for general construction work at the ferry maintenance facility.

Ferries

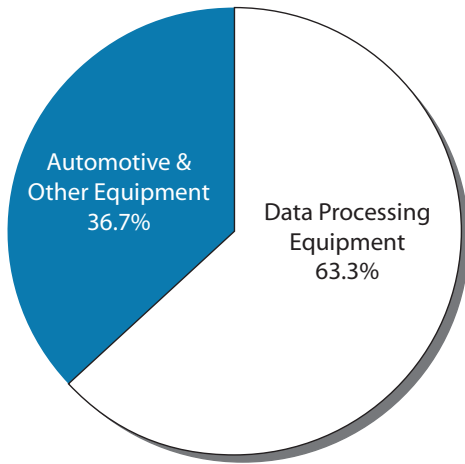
	(in millions)
• Reconstruction of Ferry Terminals	\$303.3
• Reconstruction/Construction of Ferry Boats	129.7
• Ferry Maintenance Facility	0.6
TOTAL	\$433.6

The Preliminary Ten-Year Capital Strategy for Ferries provides a total of \$433.6 million for the reconstruction, construction and improvement of various ferry vessels and facilities.

Department of Transportation - Ferries

Project Type: FA	(\$ in 000's)										
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
Reconstruction of Ferry Boats											
City	4,559	6,608	5,843	794	1,326	17,969	12,904	11,590	9,951	11,454	82,998
Federal	45,684	0	0	0	272	0	0	0	0	0	45,956
State	663	0	0	99	0	0	0	0	0	0	762
Ferry Maintenance Facility Construction											
City	400	0	0	2	19	0	0	0	0	0	421
Federal	54	0	0	0	154	0	0	0	0	0	208
State	0	0	0	0	19	0	0	0	0	0	19
Reconstruction of Ferry Terminal Facilities											
City	78,162	14,533	23,305	18,867	26,545	20,043	24,816	9,644	9,299	8,756	233,970
Federal	60,074	0	718	3,236	0	193	0	0	1,660	1,660	67,541
State	943	0	814	1	0	0	0	0	0	0	1,758
Project Type Total by Source of Funds											
City	83,121	21,141	29,148	19,663	27,890	38,012	37,720	21,234	19,250	20,210	317,389
Federal	105,812	0	718	3,236	426	193	0	0	1,660	1,660	113,705
State	1,606	0	814	100	19	0	0	0	0	0	2,539
Project Type Total											
All Funds	190,539	21,141	30,680	22,999	28,335	38,205	37,720	21,234	20,910	21,870	433,633

Department of Transportation - Equipment



The Preliminary Ten-Year Capital Strategy provides \$70.0 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	\$44.4
• Automotive and Other Equipment	25.7
TOTAL	\$70.0

Department of Transportation - Equipment

Project Type: TD											
	(\$ in 000's)										
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
Data Processing Equipment											
City	18,099	6,425	7,459	3,638	3,107	1,039	1,078	1,124	1,169	1,216	44,354
Automotive and Other Equipment											
City	1,305	7,055	0	10,482	5,498	0	0	0	0	0	24,340
Federal	1,348	0	0	0	0	0	0	0	0	0	1,348
Project Type Total by Source of Funds											
City	19,404	13,480	7,459	14,120	8,605	1,039	1,078	1,124	1,169	1,216	68,694
Federal	1,348	0	0	0	0	0	0	0	0	0	1,348
Project Type Total											
All Funds	20,752	13,480	7,459	14,120	8,605	1,039	1,078	1,124	1,169	1,216	70,042
Transportation Total	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
Total by Source of Funds											
City	1,747,020	1,497,067	2,207,283	2,169,802	2,214,554	1,374,475	1,194,559	1,235,078	1,619,592	1,852,789	17,112,219
Federal	430,651	134,846	77,188	6,743	142,821	157,649	13,850	61,335	5,677	1,660	1,032,420
State	37,302	28,346	51,143	36,346	27,019	40,675	11,000	39,546	1,897	0	273,274
Private	8,281	6,707	6,668	13,572	6,668	6,679	10,092	6,668	6,668	6,668	78,671
All Funds	2,223,254	1,666,966	2,342,282	2,226,463	2,391,062	1,579,478	1,229,501	1,342,627	1,633,834	1,861,117	18,496,584

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 2.2 billion subway, bus and paratransit passengers in a typical year, in addition to a 21-station rail system on Staten Island known as MTA Staten Island Railway. NYCT maintains a fleet of 6,684 subway cars, 472 passenger stations in four boroughs, and over 660 miles of subway track. Through 2019, subway ridership was 1.7 billion annually. In addition, NYCT operates a fleet of 4,471 buses on 236 routes on over 2,000 route miles throughout the City, operating 24 hours a day, 365 days a year.

Since 1982, NYCT has adopted seven 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 144,282 miles between failures. The five-year 2020-2024 Capital Program, approved by the MTA Board in September 2019, includes \$54.8 billion for all MTA agencies, \$35.4 billion of which would be invested in the NYCT core system, and \$4.6 billion 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 on a schedule to be determined by the State Budget Director.

The Metropolitan Transportation Authority Bus Company (MTABC) provides local and express bus service to supplement the NYCT system in areas previously served by private bus companies franchised by the City. With a fleet of 1,300 buses, the MTABC operates 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. More specifically, the improvements will ensure safety, reliability and performance by improving infrastructure and facilities. The Capital Program includes the \$6.1 billion purchase of 1,900 new subway cars to replace 1,500 cars reaching the end of their useful lives, expand the fleet by 437, and reduce delays while modernizing the customer environment. The Capital Program also includes the purchase of 1,548 new buses for \$1.8 billion. These new buses will replace 1,454 buses that are approaching the end of their useful lives, increase the fleet by 94, and introduce 475 buses that feature all-electric propulsion, transitioning the fleet to zero-emissions electric buses. The remaining \$27.5 billion is budgeted for system-wide infrastructure and other upgrades.

The 2020-2024 MTA Capital Program for MTABC includes a total of \$870.7 million to replace 874 buses and to upgrade facilities and equipment at MTABC depots.

As a result of the ongoing COVID-19 pandemic, the majority of projects in the MTA's 2020-2024 Capital Program are on hold.

Preliminary Ten-Year Capital Strategy

In the Preliminary Ten-Year Capital Strategy, the City will contribute \$400.0 million to the MTA, including \$350.0 million for ongoing NYCT track improvements and rehabilitation and \$50.0 million for other subway and bus projects.

Transit Authority - Transit

Project Type: T	(\$ in 000's)											
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total	
Miscellaneous Projects for New York City Transit City	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	50,000
IFA Trackwork Project for New York City Transit City	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	350,000
Project Type Total by Source of Funds City	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	400,000
Project Type Total All Funds	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	400,000
Transit Authority Total	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total	
Total by Source of Funds												
City	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	400,000
Federal	0	0	0	0	0	0	0	0	0	0	0	0
State	0	0	0	0	0	0	0	0	0	0	0	0
Private	0	0	0	0	0	0	0	0	0	0	0	0
All Funds	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	400,000

Department of Environmental Protection

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

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

Capital Program Goals

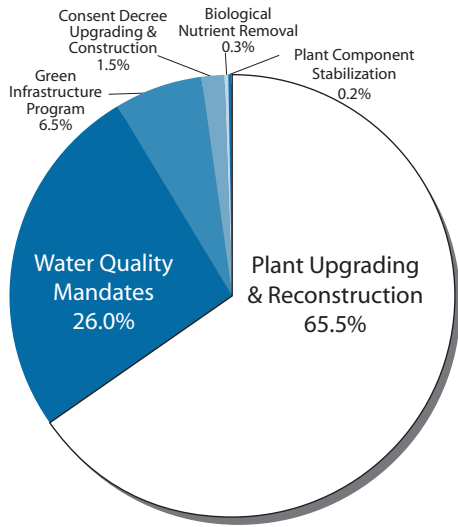
- To maintain the quality of water in the City's watersheds and, where necessary, treat the supply to ensure that it continues to be of high quality;
- To maintain and improve the transmission and distribution capacity of the City's water supply system;
- To improve the quality of the surrounding waters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

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 \$20.8 billion for DEP programs.

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

Department of Environmental Protection - Water Pollution Control



Water Pollution Control

To improve the quality of the City’s waterways and to comply with the mandates imposed by the Clean Water Act, the Preliminary Ten-Year Capital Strategy provides approximately \$7.9 billion towards wastewater treatment programs.

	(in millions)
• Plant Upgrading & Reconstruction	\$5,154.8
• Water Quality Mandates	2,041.4
• Green Infrastructure Program	509.4
• Consent Decree Upgrading and Construction	124.9
• Biological Nutrient Removal	21.4
• Plant Component Stabilization	14.4
TOTAL	\$7,866.3

Plant Upgrading and Reconstruction

The Preliminary Ten-Year Capital Strategy provides nearly \$5.2 billion for the reconstruction or replacement of components at in-City WRRFs or related conveyance infrastructure to ensure their continuous and reliable operation. \$2.7 billion will fund upgrades and state of good repair work at WRRFs, such as the replacement of main sewage pumps at various WRRFs (\$454.9 million) and the Hunts Point WRRF sludge handling equipment (\$276.0 million). In addition, the Department has allocated \$668.6 million for energy efficiency and resiliency upgrades at WRRFs, \$536.5 million for Job Order Contracts (JOCs) that address small capital improvements, and \$499.3 million for wastewater pumping stations across the five boroughs.

Water Quality Mandates

The Preliminary Ten-Year Capital Strategy provides \$2.0 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 \$761.1 million for the construction of CSO retention tanks at the Gowanus Canal Superfund Site.

Green Infrastructure Program

The Preliminary Ten-Year Capital Strategy provides nearly \$509.4 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.

Consent Decree Upgrading and Construction

The Preliminary Ten-Year Capital Strategy provides nearly \$124.9 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 nearly \$21.4 million for projects to reduce the amount of nitrogen discharged into surrounding waters from WRRFs.

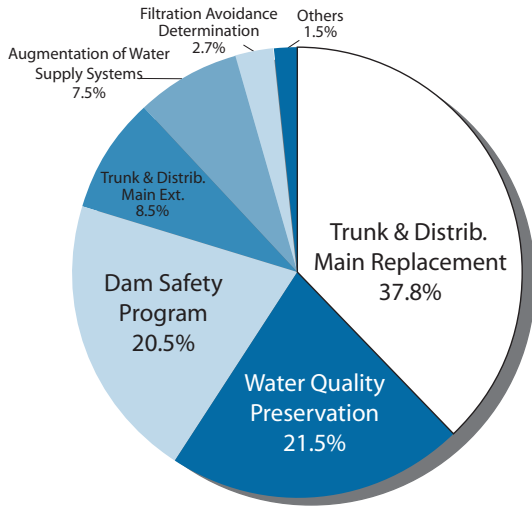
Plant Component Stabilization

The Preliminary Ten-Year Capital Strategy provides nearly \$14.4 million to stabilize in-City wastewater treatment facilities that need system-wide reconstruction to ensure their continued compliance with State permit requirements. This includes \$12.9 million in federal funding for storm mitigation work at 26th Ward WRRF.

Department of Environmental Protection - Water Pollution Control

Project Type: WP	(\$ in 000's)											
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total	
Biological Nutrient Removal												
City	2,000	19,364	0	0	0	0	0	0	0	0	0	21,364
Green Infrastructure Program												
City	116,055	93,345	33,100	12,199	150,707	30,750	52,544	20,652	0	0	0	509,352
Consent Decree Upgrading and Construction												
City	0	25,687	14,590	84,590	0	0	0	0	0	0	0	124,867
Plant Upgrading and Reconstruction												
City	771,087	628,947	688,262	443,707	772,166	370,260	228,122	474,926	200,000	200,000	0	4,777,477
Federal	153,341	59,413	14,694	0	9,000	75,265	65,657	0	0	0	0	377,370
Plant Component Stabilization												
City	0	0	350	0	350	738	0	0	0	0	0	1,438
Federal	0	0	3,150	0	3,150	6,643	0	0	0	0	0	12,943
Water Quality Mandates												
City	448,336	79,986	74,100	295,602	212,000	395,094	399,437	136,838	0	0	0	2,041,393
Project Type Total by Source of Funds												
City	1,337,478	847,329	810,402	836,098	1,135,223	796,842	680,103	632,416	200,000	200,000	0	7,475,891
Federal	153,341	59,413	17,844	0	12,150	81,908	65,657	0	0	0	0	390,313
Project Type Total												
All Funds	1,490,819	906,742	828,246	836,098	1,147,373	878,750	745,760	632,416	200,000	200,000	0	7,866,204

Department of Environmental Protection - Water Mains, Sources and Treatment



Water Mains, Sources and Treatment

The Preliminary Ten-Year Capital Strategy provides approximately \$5.0 billion for the protection and upkeep of the City’s source water supply and water distribution systems.

(in millions)

• Trunk and Distribution Main Replacement	\$1,887.7
• Water Quality Preservation	1,073.4
• Dam Safety Program	1,023.9
• Trunk and Distribution Main Extension	424.7
• Augmentation of Water Supply Systems	375.3
• Filtration Avoidance Determination	128.2
• Croton Filter Project	25.7
• Miscellaneous Improvements Upstate	14.9
• Bluebelt Program	12.7
• Water for the Future Program	12.3
• Extensions to Accommodate New Development	9.1
TOTAL	\$4,988.0

Trunk and Distribution Main Replacement

The Preliminary Ten-Year Capital Strategy provides the replacement of distribution and trunk mains at a total cost of \$1.9 billion. This includes \$1.3 billion for various state-of-good-repair projects to replace aging water mains. In addition, \$300.2 million will allow for contracts for emergency responses leading to immediate reconstruction and rehabilitation of water mains and \$165.7 million will fund projects in partnership with DOT priority programs including Vision Zero, Great Streets, and Select Bus Service.

Water Quality Preservation

The Preliminary Ten-Year Capital Strategy provides for improvements to the upstate watershed totaling \$1.1 billion, including \$169.4 million for the inspection and repair of the Catskill Aqueduct Pressure Tunnels, \$135.0 million for the reconstruction of the New Croton Dam, and \$125.0 million for the rehabilitation of the Catskill Aqueduct between the Kensico and Hillview Reservoirs.

Dam Safety Program

The Preliminary Ten-Year Capital Strategy provides \$1.0 billion for reconstruction of dams, bridges, and roadways in the Croton, Catskill, and Delaware watersheds. This includes \$960.0 million for the rehabilitation of the Ashokan Reservoir, and Olive Bridge Dam and \$31.4 million for the work on the Schoharie Reservoir and Gilboa Dam.

Department of Environmental Protection - Water Mains, Sources and Treatment

Trunk and Distribution Main Extension

The Preliminary Ten-Year Capital Strategy provides \$424.7 million for the extension of distribution and trunk mains.

Augmentation of Water Supply Systems

The Preliminary Ten-Year Capital Strategy provides \$375.3 million to increase capacity of the existing water main system.

Filtration Avoidance Determination

The Preliminary Ten-Year Capital Strategy provides \$128.2 million for the continuation of various Filtration Avoidance Determination (FAD) measures in the upstate watershed, including \$69.4 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 \$25.7 million to complete a filtration plant for the Croton water supply, which commenced operation in 2015.

Miscellaneous Improvements Upstate

The Preliminary Ten-Year Capital Strategy provides \$14.9 million for various projects in the City's upstate watersheds.

Bluebelt Program

The Preliminary Ten-Year Capital Strategy provides \$12.7 million for water main projects associated with the Bluebelt Program, a cost-effective stormwater management system that connects natural drainage corridors, such as streams and wetlands, to conventional storm sewers to reduce local flooding.

Water for the Future

The Preliminary Ten-Year Capital Strategy provides \$12.3 million to fund projects associated with the repair and temporary shutdown of the Delaware Aqueduct to address leakage.

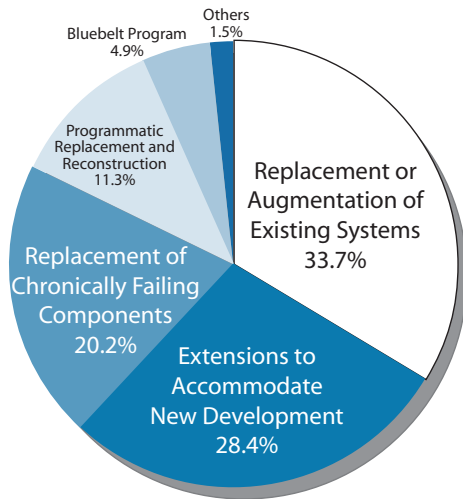
Extensions to Accommodate New Development

The Preliminary Ten-Year Capital Strategy provides \$9.1 million to continue the program to construct additional segments or extensions of water mains into underserved areas.

Department of Environmental Protection - Water Mains, Sources and Treatment

Project Type: WM	(\$ in 000's)										
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
Augmentation of Water Supply Systems											
City	49,608	62,772	36,616	128,125	3,331	14,680	5,196	25,000	25,000	25,000	375,328
Bluebelt Program											
City	0	4,756	7,987	0	0	0	0	0	0	0	12,743
Croton Filter Project											
City	0	0	2,300	23,386	0	0	0	0	0	0	25,686
Dam Safety Program											
City	12,932	46,000	164,000	14,400	10,300	220,000	229,000	127,300	100,000	100,000	1,023,932
Extensions											
City	45	6,964	23	1,435	0	0	0	662	0	0	9,129
Filtration Avoidance Determination											
City	11,677	40,683	39,187	2,139	609	33,892	0	0	0	0	128,187
Miscellaneous Improvements Upstate											
City	11,493	0	3,400	0	0	0	0	0	0	0	14,893
Trunk and Distribution Main Extension											
City	254	95,732	0	0	16,170	4,184	26,321	67,000	0	215,000	424,661
Trunk and Distribution Main Replacement											
City	72,116	251,491	182,035	191,194	99,962	52,818	105,502	275,353	446,025	207,949	1,884,445
Federal	0	0	0	0	3,000	0	0	0	0	0	3,000
Private	0	277	0	0	0	0	0	0	0	0	277
Water For The Future											
City	2,783	0	9,500	0	1	0	0	0	0	0	12,284
Water Quality Preservation											
City	169,590	169,103	52,905	281,975	184,000	176,000	6,000	33,875	0	0	1,073,448
Project Type Total by Source of Funds											
City	330,498	677,501	497,953	642,654	314,373	501,574	372,019	529,190	571,025	547,949	4,984,736
Federal	0	0	0	0	3,000	0	0	0	0	0	3,000
Private	0	277	0	0	0	0	0	0	0	0	277
Project Type Total											
All Funds	330,498	677,778	497,953	642,654	317,373	501,574	372,019	529,190	571,025	547,949	4,988,013

Department of Environmental Protection - Sewers



Sewers

The Preliminary Ten-Year Capital Strategy provides \$5.0 billion to replace existing sewers in areas requiring increased capacity, to extend sewers to unserved or underserved areas, and to replace failing, flawed, or collapsed sewer mains.

(in millions)

• Replacement or Augmentation of Existing Systems	\$1,702.4
• Extensions to Accommodate New Development	1,432.7
• Replacement of Chronically Failing Components	1,021.1
• Programmatic Replacement and Reconstruction	572.1
• Bluebelt Program	246.5
• Programmatic Response to Regulatory Mandates	58.5
• Trunk and Distribution Main Replacement	13.1
TOTAL	\$5,046.4

Replacement or Augmentation of Existing Systems

The Preliminary Ten-Year Capital Strategy provides \$1.7 billion to increase capacity of the existing system. This includes \$860.2 million for the buildout of sewers in Southeast Queens to mitigate flooding in the area and \$291.5 million for various state-of-good-repair upgrades to sewers, Citywide.

Extensions to Accommodate New Development

The Preliminary Ten-Year Capital Strategy provides \$1.4 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 of Chronically Failing Components

The Preliminary Ten-Year Capital Strategy provides \$1.0 billion for the replacement of malfunctioning or collapsed cement pipe combined sewers, including \$700.3 million to fund emergency sewer work across the City.

Programmatic Replacement and Reconstruction

The Preliminary Ten-Year Capital Strategy provides \$572.1 million for the construction of storm sewers to alleviate flooding.

Bluebelt Program

The Preliminary Ten-Year Capital Strategy provides \$246.5 million for a comprehensive stormwater management plan that reduces local flooding.

Programmatic Response to Regulatory Mandates

The Preliminary Ten-Year Capital Strategy provides \$58.5 million for High Level Storm Sewers to limit CSO events and alleviate street flooding.

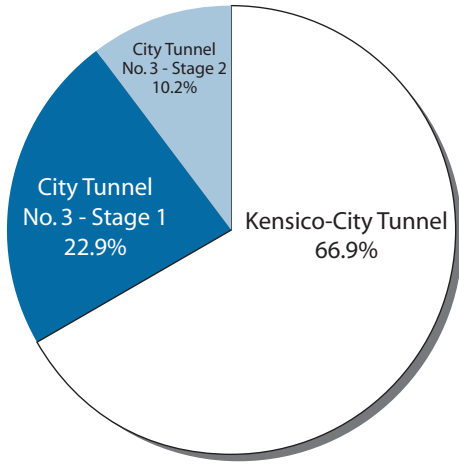
Trunk and Distribution Main Replacement

The Preliminary Ten-Year Capital Strategy provides \$13.1 million for the replacement and reconstruction of trunk sewers throughout the City.

Department of Environmental Protection - Sewers

Project Type: SE	(\$ in 000's)										
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
Replacement or Augmentation of Existing Systems											
City	346,523	138,070	109,319	190,603	225,271	145,026	380,113	167,468	0	0	1,702,393
Bluebelt Program											
City	43,693	42,958	59,855	82,018	12,000	2,000	2,000	2,000	0	0	246,524
Extensions to Accommodate New Development											
City	2,930	189,687	47,076	151,884	61,602	45,906	144,813	180,266	297,804	310,706	1,432,674
Programmatic Response to Regulatory Mandates											
City	4,126	0	54,384	0	0	0	0	0	0	0	58,510
Programmatic Replacement and Reconstruction											
City	214	0	564	36,666	16,154	41,673	59,767	167,089	125,000	125,000	572,127
Replacement of Chronically Failing Components											
City	108,134	123,833	74,853	195,753	103,936	88,254	91,241	83,300	75,000	75,000	1,019,304
Federal	0	0	0	0	1,800	0	0	0	0	0	1,800
Private	0	0	2	0	0	0	0	0	0	0	2
Trunk and Distribution Main Replacement											
City	4,065	3,769	5,270	0	0	0	0	0	0	0	13,104
Project Type Total by Source of Funds											
City	509,685	498,317	351,321	656,924	418,963	322,859	677,934	600,123	497,804	510,706	5,044,636
Federal	0	0	0	0	1,800	0	0	0	0	0	1,800
Private	0	0	2	0	0	0	0	0	0	0	2
Project Type Total											
All Funds	509,685	498,317	351,323	656,924	420,763	322,859	677,934	600,123	497,804	510,706	5,046,438

Department of Environmental Protection - Water Supply



City Tunnel No. 3 - Stage 2

The Preliminary Ten-Year Capital Strategy provides \$237.4 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.

City Tunnel No. 1

The Preliminary Ten-Year Capital Strategy provides \$1.0 million to begin repairs at various facilities associated with City Tunnel No. 1. Providing service primarily throughout Manhattan, City Tunnel No. 1 has been in continuous operation since its construction in 1917.

Water Supply

The Preliminary Ten-Year Capital Strategy provides \$2.3 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	\$1,557.5
• City Tunnel No. 3 - Stage 1	531.3
• City Tunnel No. 3 - Stage 2	237.4
• City Tunnel No. 1	1.0
TOTAL	\$2,327.2

Kensico-City Tunnel

The Preliminary Ten-Year Capital Strategy provides \$1.6 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.

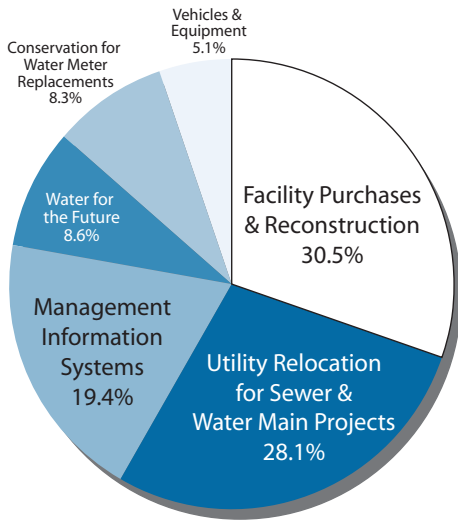
City Tunnel No. 3 - Stage 1

The Preliminary Ten-Year Capital Strategy provides \$531.3 million for the rehabilitation of equipment at the Hillview Reservoir.

Department of Environmental Protection - Water Supply

Project Type: W	(\$ in 000's)										
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
Kensico-City Tunnel City	0	0	241,889	574,620	0	441,000	0	0	150,000	150,000	1,557,509
City Tunnel No. 1, Reconstruction City	965	0	0	0	0	0	0	0	0	0	965
City Tunnel No. 3, Stage 1 City	0	0	344,000	50,000	0	0	137,300	0	0	0	531,300
City Tunnel No. 3, Stage 2 City	10,612	16,750	198,576	2,500	7,500	0	0	1,500	0	0	237,438
Project Type Total by Source of Funds City	11,577	16,750	784,465	627,120	7,500	441,000	137,300	1,500	150,000	150,000	2,327,212
Project Type Total All Funds	11,577	16,750	784,465	627,120	7,500	441,000	137,300	1,500	150,000	150,000	2,327,212

Department of Environmental Protection - Equipment



Equipment & Miscellaneous Programs

The Preliminary Ten-Year Capital Strategy provides \$606.8 million for the following programs: water meter installation and automatic meter reading systems, facility purchases and reconstruction, payments for gas utility line relocation, and equipment purchases, including laboratory instruments, vehicles, and computers.

	(in millions)
• Facility Purchases and Reconstruction	\$184.8
• Utility Relocation for Sewer and Water Main Projects	170.7
• Management Information Systems	117.7
• Water for the Future	51.9
• Conservation for Water Meter Replacements	50.5
• Vehicles and Equipment	31.2
TOTAL	\$606.8

Facility Purchases and Reconstruction

The Preliminary Ten-Year Capital Strategy provides \$184.8 million for the reconstruction and rehabilitation of various water and sewer field operations facilities and DEP administrative offices.

Utility Relocation for Sewer and Water Main Projects

The Preliminary Ten-Year Capital Strategy provides \$170.7 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 \$117.7 million for agency-wide improvements in DEP's management information systems, including the installation of a new centralized security system.

Water for the Future

The Preliminary Ten-Year Capital Strategy provides \$51.9 million for additional water conservation measures in preparation for the repair and temporary shutdown of the Delaware Aqueduct.

Conservation for Water Meter Replacements

The Preliminary Ten-Year Capital Strategy provides \$50.5 million for the installation and replacement of water meters in residential and commercial properties.

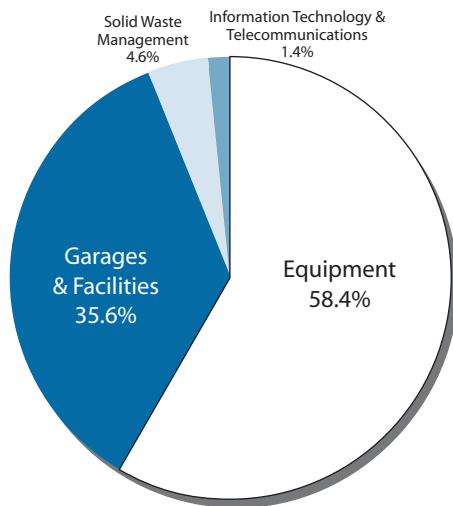
Vehicles and Equipment

The Preliminary Ten-Year Capital Strategy provides \$31.2 million for the systematic replacement of vehicles and equipment used for water and sewer field operations, plant maintenance, upstate maintenance, and customer service operations.

Department of Environmental Protection - Equipment

Project Type: EP	(\$ in 000's)										
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
<i>Conservation for Water Meter Replacements</i> City	1,000	2,500	4,581	0	22,440	0	0	20,000	0	0	50,521
<i>Management Information Systems</i> City	539	125	125	34,900	30,000	20,000	10,000	22,000	0	0	117,689
<i>Facility Purchases and Reconstruction</i> City	11,020	7,470	13,100	12,500	21,700	119,000	0	0	0	0	184,790
<i>Utility Relocation for SE and WM Projects</i> City	7,077	1,585	2,008	160,026	0	0	0	0	0	0	170,696
<i>Vehicles and Equipment</i> City	6,707	2,001	1,500	7,344	7,577	2,000	0	4,089	0	0	31,218
<i>Water for the Future</i> City	22,100	4,000	1,565	2,490	14,246	7,453	0	0	0	0	51,854
Project Type Total by Source of Funds City	48,443	17,681	22,879	217,260	95,963	148,453	10,000	46,089	0	0	606,768
Project Type Total All Funds	48,443	17,681	22,879	217,260	95,963	148,453	10,000	46,089	0	0	606,768
Environmental Protection Total	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
Total by Source of Funds											
City	2,237,681	2,057,578	2,467,020	2,980,056	1,972,022	2,210,728	1,877,356	1,809,318	1,418,829	1,408,655	20,439,243
Federal	153,341	59,413	17,844	0	16,950	81,908	65,657	0	0	0	395,113
State	0	0	0	0	0	0	0	0	0	0	0
Private	0	277	2	0	0	0	0	0	0	0	279
All Funds	2,391,022	2,117,268	2,484,866	2,980,056	1,988,972	2,292,636	1,943,013	1,809,318	1,418,829	1,408,655	20,834,635

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 13,000 tons of residential and institutional refuse and recyclables a day. The Department utilizes over 5,400 vehicles for its operations and also operates 59 local sanitation garages from which it dispatches all community collection, cleaning, and recycling services.

Capital Program Goals

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

Preliminary Ten-Year Capital Strategy

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

	(in millions)
• Equipment	\$1,945.3
• Garages and Facilities	1,185.9
• Solid Waste Management	152.4
• Information Technology & Telecommunications	45.8
TOTAL	\$3,329.4

Department of Sanitation

Equipment

The Preliminary Ten-Year Capital Strategy provides \$1.9 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 \$1.2 billion for the construction and reconstruction of garages and other facilities. This includes \$287.6 million for construction of a new Bronx 9/10/11 Garage and \$142.6 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 \$152.4 million for Solid Waste Management for 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 \$45.8 million for information technology and telecommunications projects. DSNY's information technology and telecommunications infrastructure is vital to the Department's support and management functions.

Department of Sanitation

Project Type: S											
	(\$ in 000's)										
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
Garages and Facilities											
City	110,378	210,160	333,261	165,589	29,076	34,037	215,677	25,000	26,000	27,040	1,176,218
Federal	2,464	7,248	0	0	0	0	0	0	0	0	9,712
Equipment											
City	44,618	235,337	235,337	253,283	237,293	173,446	180,384	187,599	195,103	202,907	1,945,307
Information Technology and Communications											
City	8,278	5,615	4,607	3,500	3,609	3,720	3,869	4,024	4,185	4,352	45,759
Solid Waste Management											
City	18,995	28,218	5,480	6,408	4,070	6,597	59,733	7,136	7,421	7,718	151,776
Federal	0	615	0	0	0	0	0	0	0	0	615
Project Type Total by Source of Funds											
City	182,269	479,330	578,685	428,780	274,048	217,800	459,663	223,759	232,709	242,017	3,319,060
Federal	2,464	7,863	0	0	0	0	0	0	0	0	10,327
Project Type Total											
All Funds	184,733	487,193	578,685	428,780	274,048	217,800	459,663	223,759	232,709	242,017	3,329,387

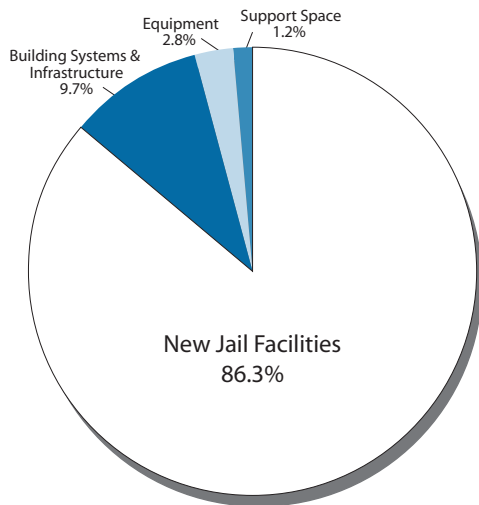
Department of Correction

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

Capital Program Goals

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

Department of Correction



Preliminary Ten-Year Capital Strategy

The Preliminary Ten-Year Capital Strategy provides \$9.4 billion to ensure sufficient capacity and support space as well as to upgrade equipment, vehicles, and necessary systems.

	(in millions)
• New Jail Facilities	\$8,079.7
• Building Systems and Infrastructure	909.3
• Equipment	261.9
• Support Space	108.3
TOTAL	\$9,359.2

New Jail Facilities

The Preliminary Ten-Year Capital Strategy provides \$8.1 billion for the design and construction of new jail facilities.

Building Systems and Infrastructure

The Preliminary Ten-Year Capital Strategy provides \$909.3 million for state of good repair of infrastructure, including \$65.5 million for the upgrade of the fire/life safety systems. It also provides \$44.1 million for roof replacements; \$18.7 million for the replacement of a methane detection system; \$13.5 million for elevator rehabilitation work; \$12.9 million for electrical feeder replacements; \$12.8 million for water treatment; and \$741.8 million for other state of good repair work.

Equipment

The Preliminary Ten-Year Capital Strategy provides \$261.9 million for equipment replacement, including \$69.2 million for vehicles; \$61.1 million for network and information technology equipment; \$33.7 million for the replacement of food service and security equipment; \$31.9 million for radio equipment replacement; \$23.3 million for generators; and \$42.7 million for other equipment related projects.

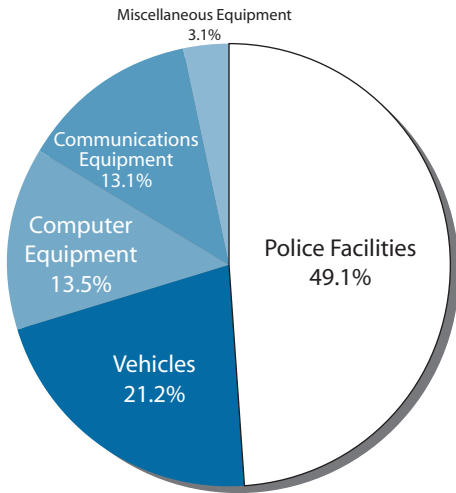
Support Space

The Preliminary Ten-Year Capital Strategy provides \$108.3 million to improve and construct support facilities including \$100.0 million for a new training academy and \$8.3 million for other support space projects.

Department of Correction

Project Type: C		(\$ in 000's)										
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
Support Space												
	City	1,016	10,000	0	97,295	0	0	0	0	0	0	108,311
Equipment												
	City	28,801	13,977	14,703	17,599	66,625	27,190	24,496	26,796	20,424	21,260	261,871
New Jail Facilities												
	City	493,014	1,277,750	1,950,951	1,911,400	1,362,118	788,352	296,128	0	0	0	8,079,713
Building Systems and Infrastructure												
	City	203,788	25,108	978	358,690	123,655	88,872	22,879	22,476	30,820	32,033	909,299
Project Type Total by Source of Funds												
	City	726,619	1,326,835	1,966,632	2,384,984	1,552,398	904,414	343,503	49,272	51,244	53,293	9,359,194
Project Type Total												
	All Funds	726,619	1,326,835	1,966,632	2,384,984	1,552,398	904,414	343,503	49,272	51,244	53,293	9,359,194

Police Department



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

To achieve its principal mission, the Police Department has 77 precincts categorized into eight patrol boroughs. In addition to the patrol boroughs, there are 12 Transit Districts and 9 Police Service Areas. Transit Districts are responsible for the public safety and security of all 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.

Preliminary Ten-Year Capital Strategy

The Preliminary Ten-Year Capital Strategy provides \$1.2 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	\$594.3
• Vehicles	257.2
• Computer Equipment	163.2
• Communications Equipment	158.5
• Miscellaneous Equipment	37.7
TOTAL	\$1,211.0

Police Department

Police Facilities

The Preliminary Ten-Year Capital Strategy includes \$335.8 million for the renovation of police facilities, \$229.9 million for the renovation of the Rodman's Neck Firearms Training Facility, and \$28.6 million for Americans with Disabilities Act (ADA) compliant renovations at NYPD Precincts.

Vehicles

The Department will replace operational and support vehicles, including \$57.5 million for light twin engine helicopters, \$40.0 million for medium tow trucks, \$32.5 million for twelve-passenger vans, \$20.3 million for radio emergency patrol trucks, and \$106.9 million for other vehicles.

Computer Equipment

The Department will replace and upgrade computer equipment, including \$40.1 million to enhance its local and wide area networks, \$20.0 million to upgrade the NYPD data warehouse, \$19.5 million for arrest data processing, \$14.5 million for data center refresh, and \$69.1 million for other computer equipment.

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 \$67.0 million for the replacement of radio systems, \$52.0 million for portable radios, Citywide, \$32.0 million for core radio infrastructure upgrades, and \$7.5 million for other communications equipment.

Miscellaneous Equipment

The Preliminary Ten-Year Capital Strategy also provides \$37.7 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)										
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
Communications Equipment												
	City	36,504	0	0	29,697	14,636	29,706	12,000	12,000	12,000	12,000	158,543
Computer Equipment												
	City	17,159	5,700	1,081	57,997	17,000	11,000	11,284	17,500	16,000	8,500	163,221
Miscellaneous Equipment												
	City	15,786	4,207	2,505	4,310	103	300	4,246	4,056	293	1,876	37,682
Police Facilities												
	City	155,970	81,139	30,146	202,633	17,299	27,667	21,380	17,000	15,000	15,000	583,234
	Federal	11,031	0	0	0	0	0	0	0	0	0	11,031
Vehicles												
	City	32,342	9,922	13,017	31,486	19,177	10,587	17,744	31,658	39,710	51,547	257,190
Project Type Total by Source of Funds												
	City	257,761	100,968	46,749	326,123	68,215	79,260	66,654	82,214	83,003	88,923	1,199,870
	Federal	11,031	0	0	0	0	0	0	0	0	0	11,031
Project Type Total												
	All Funds	268,792	100,968	46,749	326,123	68,215	79,260	66,654	82,214	83,003	88,923	1,210,901

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 \$2.3 billion to renovate and upgrade court facilities in all five boroughs.
(in millions)

• Reconstruction/Renovation of Court Facilities	\$2,329.9
TOTAL	\$2,329.9

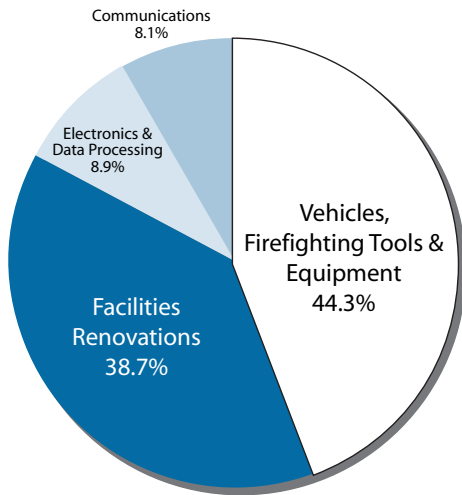
Reconstruction/Renovation of Court Facilities

The Preliminary Ten-Year Capital Strategy provides \$2.3 billion for citywide renovation and improvements to court facilities. This includes \$1.8 billion for infrastructure and operational improvements; \$241.5 million for fire/life safety work; \$89.0 million for exterior renovations; \$77.0 million for electrical upgrades; \$72.4 million for elevator upgrades; and \$62.6 million for HVAC improvements.

Courts

Project Type: CO		(\$ in 000's)										
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
Construction of New Court Facilities												
City		4,750	0	11,787	0	0	0	0	0	0	0	16,537
Reconstruction/Renovation of Court Facilities												
City		105,379	224,444	244,748	219,997	560,931	91,536	92,385	245,339	255,152	265,359	2,305,270
State		3,954	224	3,935	0	0	0	0	0	0	0	8,113
Project Type Total by Source of Funds												
City		110,129	224,444	256,535	219,997	560,931	91,536	92,385	245,339	255,152	265,359	2,321,807
State		3,954	224	3,935	0	0	0	0	0	0	0	8,113
Project Type Total												
All Funds		114,083	224,668	260,470	219,997	560,931	91,536	92,385	245,339	255,152	265,359	2,329,920

Fire Department



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

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

Capital Program Goals

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

Preliminary Ten-Year Capital Strategy

The Preliminary Ten-Year Capital Strategy provides \$1.4 billion for the acquisition of emergency vehicles and firefighting equipment, the rehabilitation of existing facilities, and communication and computer systems to maintain fire-fighting capability and to provide emergency medical assistance.

(in millions)

• Vehicles, Firefighting Tools and Equipment	\$606.6
• Facilities Renovation	529.1
• Electronics and Data Processing	122.3
• Communications	110.9
TOTAL	\$1,369.0

Fire Department

Vehicles, Firefighting Tools, and Equipment

The Department is mandated to procure front-line vehicles on a predetermined replacement cycle, typically 11-12 years. The Preliminary Ten-Year Capital Strategy provides \$606.6 million for both mandated and support vehicle replacement and necessary fire-fighting tools and equipment.

Facilities Renovation

The average age of the Fire Department's 218 firehouses is approximately 87 years, with approximately 14 percent built prior to 1900. The Preliminary Ten-Year Capital Strategy includes \$481.8 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 \$47.3 million for the design and construction of new FDNY facilities including EMS Station 17, located in the borough of the Bronx, and Engine Company 268 located within the borough of Queens.

Electronic Data Processing

The Preliminary Ten-Year Capital Strategy provides \$95.2 million for the replacement/upgrade of equipment components that are approaching the end of useful life, \$20.4 million for the upgrade of the 911 communications system infrastructure, and \$6.7 million upgrades to administrative systems and applications.

Communications

The Preliminary Ten-Year Capital Strategy provides \$91.7 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, \$12.3 million for cabling and components to support the Department's fire alarm box network, and \$7.0 million for radio and telecommunication equipment upgrades.

Fire Department

Project Type: F		(\$ in 000's)										
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
Communications												
	City	6,539	8,450	4,192	1,078	1,000	1,000	3,000	3,000	0	0	28,259
	Federal	31,066	25,807	25,809	0	0	0	0	0	0	0	82,682
Electronics and Data Processing												
	City	20,968	18,000	15,000	6,850	3,500	3,500	9,794	15,663	12,000	17,000	122,275
New Facilities and Renovations												
	City	65,704	95,859	83,402	46,520	30,000	30,000	40,000	55,658	35,847	42,864	525,854
	Federal	3,242	0	0	0	0	0	0	0	0	0	3,242
Vehicles, Firefighting Tools and Equipment												
	City	45,459	119,646	76,405	106,745	83,281	52,270	27,254	14,323	44,342	36,013	605,738
	Federal	900	0	0	0	0	0	0	0	0	0	900
Project Type Total by Source of Funds												
	City	138,670	241,955	178,999	161,193	117,781	86,770	80,048	88,644	92,189	95,877	1,282,126
	Federal	35,208	25,807	25,809	0	0	0	0	0	0	0	86,824
Project Type Total												
	All Funds	173,878	267,762	204,808	161,193	117,781	86,770	80,048	88,644	92,189	95,877	1,368,950

Department of Education

The New York City public school system, with approximately 1,400 public school buildings and support facilities (including City-owned space and leased facilities), served over one million pupils in the 2020-2021 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.

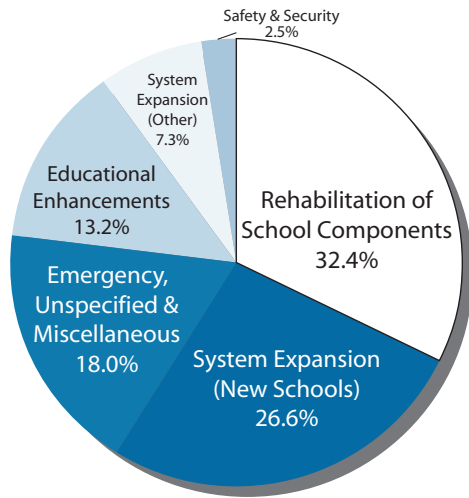
The first year of the 2022-2031 Preliminary Ten-Year Capital Strategy is also the third year of the Department of Education's 2020-2024 Five-Year Capital Plan.

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

Capital Program Goals

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

Department of Education



Preliminary Ten-Year Capital Strategy

The Preliminary Ten-Year Capital Strategy provides the Department with a lump-sum allocation of \$21.0 billion to spend on school-related capital projects. Funding is distributed across seven broad categories of capital work in the following manner:

	(in millions)
• Rehabilitation of School Components	\$6,803.2
• System Expansion - New Schools	5,587.8
• Emergency, Inspection, and Miscellaneous	3,774.9
• Educational Enhancements	2,782.0
• System Expansion - Other	1,531.6
• Safety and Security	533.7
TOTAL	\$21,013.2

Rehabilitation of School Components

The Preliminary Ten-Year Capital Strategy provides \$6.8 billion to rehabilitate, replace and upgrade building components. The Department will use funds to maintain roofs and parapets, resurface floors, install new windows, re-develop playgrounds, and remove asbestos and lead paint.

System Expansion

To address the shortage of seating in public schools, the Preliminary Ten-Year Capital Strategy provides \$7.1 billion for system expansion. Of this amount, \$5.6 billion will support the construction of new school buildings. An additional \$1.5 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 \$3.8 billion for other miscellaneous capital improvements, including federally funded disaster relief, administrative costs, emergency projects, research and development, and prior plan completion costs.

Educational Enhancements

The Preliminary Ten-Year Capital Strategy designates \$2.8 billion to capital improvements associated with recent programmatic needs. The Department will provide computers for teachers and students. Funds will also be used to purchase educational software, upgrade networks, and re-wire schools for enhanced internet access. To further its science education program, the Department will upgrade and replace science labs, Citywide.

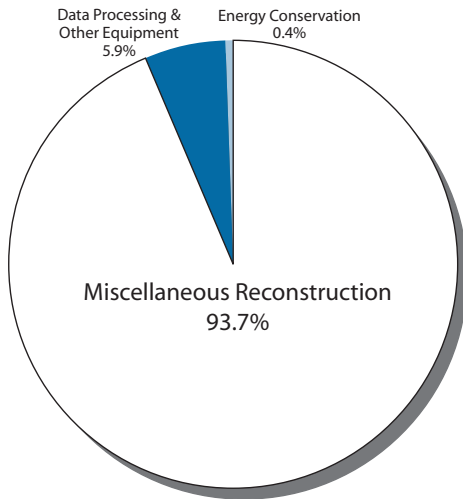
Safety and Security

The Preliminary Ten-Year Capital Strategy provides \$533.7 million for security systems, emergency lighting and code compliance.

Department of Education

Project Type: E	(\$ in 000's)										
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
Emergency, Inspection and Miscellaneous											
City	600,295	499,767	275,790	254,728	254,728	254,728	268,034	281,872	293,147	304,873	3,287,962
State	31,491	31,643	34,210	77,920	77,920	77,920	77,920	77,920	0	0	486,944
Educational Enhancements											
City	330,449	326,388	323,720	189,125	189,125	189,125	199,004	209,278	217,649	226,355	2,400,218
State	34,691	34,452	23,330	57,853	57,853	57,853	57,853	57,853	0	0	381,738
Rehabilitation of School Components											
City	1,312,531	786,967	686,900	418,518	418,518	418,518	440,380	463,116	481,640	500,906	5,927,994
State	66,509	75,153	93,390	128,023	128,023	128,023	128,022	128,022	0	0	875,165
Safety and Security											
City	60,046	61,869	60,430	36,629	36,629	36,629	38,542	40,532	42,154	43,840	457,300
State	6,304	6,531	7,540	11,204	11,204	11,204	11,205	11,205	0	0	76,397
System Expansion (New Schools)											
City	1,698,193	1,746,312	1,730,630	0	0	0	0	0	0	0	5,175,135
State	154,657	128,918	129,120	0	0	0	0	0	0	0	412,695
System Expansion (Other)											
City	308,132	767,077	336,310	0	0	0	0	0	0	0	1,411,519
State	32,348	49,303	38,410	0	0	0	0	0	0	0	120,061
Project Type Total by Source of Funds											
City	4,309,646	4,188,380	3,413,780	899,000	899,000	899,000	945,960	994,798	1,034,590	1,075,974	18,660,128
State	326,000	326,000	326,000	275,000	275,000	275,000	275,000	275,000	0	0	2,353,000
Project Type Total											
All Funds	4,635,646	4,514,380	3,739,780	1,174,000	1,174,000	1,174,000	1,220,960	1,269,798	1,034,590	1,075,974	21,013,128

City University



The City University of New York (CUNY), with a fiscal year 2020 enrollment of 271,242 degree students, primarily serves City residents; however, it also attracts students from all over the world. Divided into colleges and graduate schools, CUNY facilities are distributed throughout the five boroughs and range in curricula from liberal arts to law and medicine. CUNY operates 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.

Changes in enrollment patterns may have a significant impact on future plant use and capital needs. From fiscal year 2014 to 2020, degree enrollment at CUNY colleges increased from 269,897 to 271,242. Furthermore, CUNY plans to enroll approximately 17,000 students in its Accelerated Study Associates Program (ASAP) this academic year (2020-2021). The additional services provided to and the full-time enrollment commitment by students, as well as the clear need to provide safe and healthy learning environments as a result of COVID-19, requires investment in the university's facilities.

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 totals \$738.6 million. 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 – CUNY will emphasize providing safe and healthy learning environments as a result of COVID 19; interiors and exteriors of buildings, roofs and windows; security systems; and access for the disabled.

	(in millions)
• Miscellaneous Reconstruction	\$692.1
• Data Processing and Other Equipment	43.7
• Energy Conservation	2.8
TOTAL	\$738.6

Miscellaneous Reconstruction

The Preliminary Ten-Year Capital Strategy provides \$692.1 million for the replacement or rehabilitation of roofs, windows, elevators, and exterior and interior renovations. Of the total amount, at LaGuardia Community College LaGuardia Center 3 infrastructure project is for \$40.5 million. Also, \$8.5 million allocated in a prior plan continues to support the expansion of the nationally-acclaimed Accelerated Study Associates Program (ASAP) to address its space needs for office and administrative staff that support the program at BMCC, Hostos, Bronx CC, Queensborough, Kingsborough, LaGuardia, the College of Staten Island, Medgar Evers, and the New York City College of Technology. Additionally, \$8.4 million will support the upgrade of a 40-year-old performing arts spaces with new lighting and audio systems, lobby upgrades, egress, and mechanical systems at Kingsborough Community College.

Data Processing and Other Equipment

The Preliminary Ten-Year Capital Strategy provides \$43.7 million for the purchase of computer, laboratory and other equipment.

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)											
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total	
Data Processing and Other Equipment												
City	7,342	9,319	22,609	4,458	0	0	0	0	0	0	0	43,728
Energy Conservation Projects												
City	0	1,228	1,597	0	0	0	0	0	0	0	0	2,825
Athletic Fields, Gymnasiums and Equipment												
City	342	0	0	0	0	0	0	0	0	0	0	342
Federal, State and Local Mandates												
City	15	0	0	0	0	0	0	0	0	0	0	15
Electrical, Mechanical and HVAC System Upgrading												
City	240	0	10	0	0	0	0	0	0	0	0	250
New School Construction												
City	1,034	0	57	27,750	0	0	0	0	0	0	0	28,841
Miscellaneous Reconstruction												
City	93,929	56,775	158,926	170,060	34,491	33,167	26,113	27,158	28,244	29,374	0	658,237
Federal	4,139	0	0	0	0	0	0	0	0	0	0	4,139
Security Systems												
City	87	0	130	2	0	0	0	0	0	0	0	219
Project Type Total by Source of Funds												
City	102,989	67,322	183,329	202,270	34,491	33,167	26,113	27,158	28,244	29,374	0	734,457
Federal	4,139	0	0	0	0	0	0	0	0	0	0	4,139
Project Type Total												
All Funds	107,128	67,322	183,329	202,270	34,491	33,167	26,113	27,158	28,244	29,374	0	738,596

Department of Health and Mental Hygiene

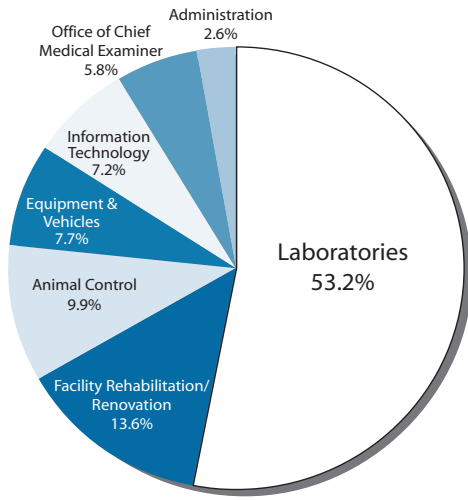
The Department of Health and Mental Hygiene (DOHMH) is an integral component of public safety by preserving core public health infrastructure and protecting New Yorkers from existing and emerging threats, both natural and human-made. DOHMH currently maintains public health facilities in all five boroughs and operates the Public Health Laboratory. Community-based services are provided through District Public Health Offices, immunization clinics, tuberculosis test centers, and sexually transmitted disease clinics. DOHMH provides HIV/AIDS prevention and support services; health services at approximately 1,800 schools; mental health, 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.

Department of Health and Mental Hygiene



Preliminary Ten-Year Capital Strategy

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

	(in millions)
• Laboratories	\$575.8
• Facility Rehabilitation/Renovation	146.7
• Animal Care	107.0
• Equipment and Vehicles	83.8
• Information Technology	78.1
• Office of Chief Medical Examiner	62.5
• Administration	28.1
TOTAL	\$1,082.0

Laboratories and Public Health Facilities

The Preliminary Ten-Year Capital Strategy provides \$575.8 million for laboratory improvement and renovation. Funding of \$174.8 million is provided for the renovation of various City-owned public health facilities. The Preliminary Ten-Year Capital Strategy reflects a commitment to assessing, maintaining, and improving conditions throughout the agency’s facilities portfolio.

Animal Care

Funding of \$107.0 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.

Equipment and Vehicles

Funding of \$83.8 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

The Preliminary Ten-Year Capital Strategy provides \$78.1 million to purchase technology to maintain and improve services. This includes \$46.0 million to gradually replace the agency’s personal computers and network servers.

Office of Chief Medical Examiner

The Preliminary Ten-Year Capital Strategy provides \$62.5 million for OCME projects, including IT upgrades and laboratory equipment.

Department of Health and Mental Hygiene

Project Type: HL		(\$ in 000's)										
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
Administration												
	City	546	1,378	3,692	22,500	0	0	0	0	0	0	28,116
Animal Care												
	City	40,568	31,729	34,689	0	0	0	0	0	0	0	106,986
OCME												
	City	3,739	10,012	3,475	10,521	6,956	2,677	3,575	6,802	7,458	7,311	62,526
Information Technology												
	City	1,355	18,849	18,036	3,169	16,398	2,279	2,279	2,279	2,325	2,371	69,340
	State	152	2,065	2,214	392	2,535	282	282	282	282	282	8,768
Equipment and Vehicles												
	City	41,059	13,453	20,804	1,945	6,043	0	0	0	0	0	83,304
	State	0	2	0	0	531	0	0	0	0	0	533
Laboratories												
	City	72,153	168,380	167,636	167,636	0	0	0	0	0	0	575,805
Clinic Renovation and Rehabilitation												
	City	51,478	7,340	6,819	10,256	6,784	0	0	17,746	22,856	23,313	146,592
	State	0	0	48	0	53	0	0	0	0	0	101
Project Type Total by Source of Funds												
	City	210,898	251,141	255,151	216,027	36,181	4,956	5,854	26,827	32,639	32,995	1,072,669
	State	152	2,067	2,262	392	3,119	282	282	282	282	282	9,402
Project Type Total												
	All Funds	211,050	253,208	257,413	216,419	39,300	5,238	6,136	27,109	32,921	33,277	1,082,071

Health and Hospitals Corporation

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.

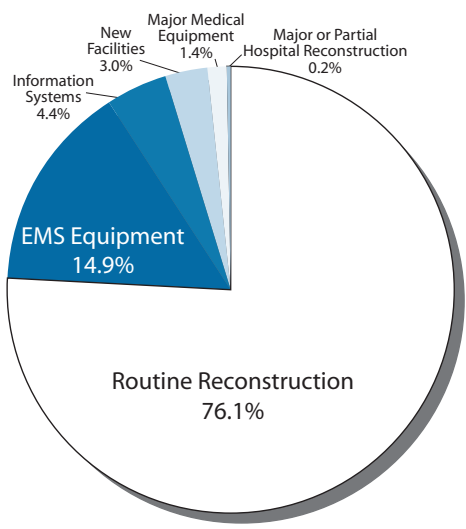
Capital Program Goals

Health + Hospitals is continuing to modernize many of its hospitals and facilities across the City with \$2.9 billion in the current capital plan. 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 outpost therapeutic units;
- Establishment of three COVID Centers of Excellence; and
- Replacement of aging ambulance fleet for the FDNY/EMS.

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

Health and Hospitals Corporation



Preliminary Ten-Year Capital Strategy

The Preliminary Ten-Year Capital Strategy for Health + 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	\$2,168.2
• Emergency Medical Services Equipment	424.3
• Information Systems	125.7
• New Facilities	86.2
• Major Medical Equipment	40.3
• Major or Partial Hospital Reconstruction	5.1
TOTAL	\$2,849.8

Routine Reconstruction

The Preliminary Ten-Year Capital Strategy breakdown is as follows: \$1.5 billion of City funds and \$635.9 million of federal funds.

\$635.9 million is associated with reconstruction for Hurricane Sandy related damage and mitigation work. H+H is also making a \$305.0 million investment in the build out of outposted therapeutic units in this plan.

Emergency Medical Services Equipment

The Preliminary Ten-Year Capital Strategy provides \$424.3 million for the purchase of FDNY/EMS ambulances.

Information Technology Systems

The Preliminary Ten-Year Capital Strategy provides \$125.7 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 \$86.2 million for the buildout of the COVID-19 Centers of Excellence at Bushwick, Roosevelt and Tremont, and for the construction of a flood wall at Bellevue.

Major Medical Equipment

The Preliminary Ten-Year Capital Strategy includes \$40.3 million for the purchase of a variety of medical equipment.

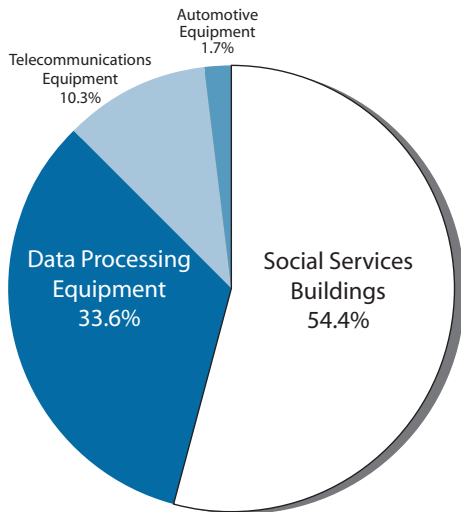
Major of Partial Hospital Reconstruction

The Preliminary Ten-Year Capital Strategy includes \$5.1 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.

Health and Hospitals Corporations

Project Type: HO											
	(\$ in 000's)										
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
Information Systems											
City	74,278	18,063	6,800	6,700	6,700	6,600	6,600	0	0	0	125,741
Emergency Medical Services Equipment											
City	65,689	40,077	27,856	34,967	38,339	68,652	40,076	34,816	36,209	37,658	424,339
Major Medical Equipment											
City	33,200	2,574	3,788	0	0	0	0	0	0	0	39,562
Federal	0	0	741	0	0	0	0	0	0	0	741
New Facilities											
City	1,966	0	7,750	0	0	0	0	0	0	0	9,716
Federal	6,751	0	69,750	0	0	0	0	0	0	0	76,501
Major or Partial Hospital Reconstruction											
City	2,995	29	2,037	0	0	0	0	0	0	0	5,061
Routine Reconstruction											
City	151,922	437,922	152,213	159,309	155,113	25,000	57,322	66,478	69,138	257,903	1,532,320
Federal	164,729	285,283	149,263	36,638	0	0	0	0	0	0	635,913
Project Type Total by Source of Funds											
City	330,050	498,665	200,444	200,976	200,152	100,252	103,998	101,294	105,347	295,561	2,136,739
Federal	171,480	285,283	219,754	36,638	0	0	0	0	0	0	713,155
Project Type Total											
All Funds	501,530	783,948	420,198	237,614	200,152	100,252	103,998	101,294	105,347	295,561	2,849,894

Human Resources Administration



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

Capital Program Goals

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

Preliminary Ten-Year Capital Strategy

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 the Benefits Re-engineering. 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 to this project, HRA will continue to maintain, upgrade, and operate its locations throughout New York City.

	(in millions)
• Social Services Buildings	\$171.5
• Data Processing Equipment	106.0
• Telecommunications Equipment	32.4
• Automotive Equipment	5.2
TOTAL	\$315.1

Human Resources Administration

Social Services Buildings

The Preliminary Ten-Year Capital Strategy provides \$171.5 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 \$106.0 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 \$32.4 million to improve connectivity among agency personnel and contract service providers. This includes updates to various HRA-managed systems including HRA's interactive voice response systems, an extensive network of servers and data storage systems, and routine replacement of workstation equipment.

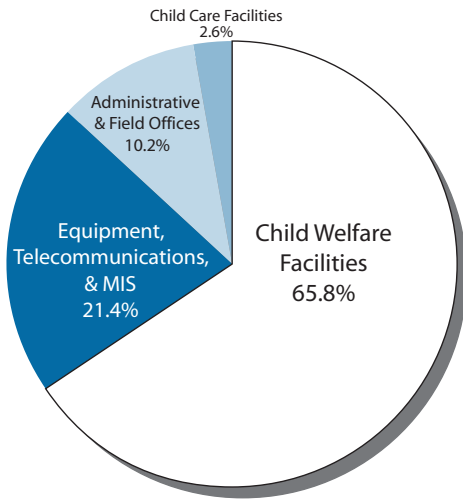
Automotive Equipment

The Preliminary Ten-Year Capital Strategy provides \$5.2 million to replace vans and trucks utilized in both programmatic support and agency internal operations.

Human Resources Administration

Project Type: HR											
	(\$ in 000's)										
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
Telecommunications Equipment											
City	1,713	1,521	1,481	3,366	3,367	3,362	1,133	12	12	13	15,980
Federal	1,097	937	1,030	2,404	2,405	2,370	809	9	9	9	11,079
State	563	514	512	1,099	1,099	1,128	370	4	4	4	5,297
Data Processing Equipment											
City	22,651	16,238	804	643	1,791	924	5,621	2,146	3,597	2,321	56,736
Federal	12,216	9,993	495	433	1,152	568	3,731	1,390	2,366	1,505	33,849
State	5,418	3,661	270	236	630	312	2,037	761	1,293	823	15,441
Social Services Buildings											
City	12,226	12,418	29,864	15,996	36,545	8,648	2,919	7,699	9,825	11,648	147,788
Federal	769	2,702	3,689	4,846	2,136	2,036	70	0	0	0	16,248
State	378	1,172	1,746	2,306	786	964	33	0	0	0	7,385
Automotive Equipment											
City	394	226	605	192	146	150	155	350	364	379	2,961
Federal	0	128	148	129	98	101	104	236	245	255	1,444
State	0	70	81	71	54	55	57	129	134	139	790
Project Type Total by Source of Funds											
City	36,984	30,403	32,754	20,197	41,849	13,084	9,828	10,207	13,798	14,361	223,465
Federal	14,082	13,760	5,362	7,812	5,791	5,075	4,714	1,635	2,620	1,769	62,620
State	6,359	5,417	2,609	3,712	2,569	2,459	2,497	894	1,431	966	28,913
Project Type Total											
All Funds	57,425	49,580	40,725	31,721	50,209	20,618	17,039	12,736	17,849	17,096	314,998

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 71 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.

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 justice detention facilities.

	(in millions)
• Child Welfare Facilities	\$232.8
• Equipment, Telecommunications & MIS	75.5
• Administrative & Field Offices	36.0
• Child Care Facilities	9.3
TOTAL	\$353.6

Child Welfare Facilities

The Preliminary Ten-Year Capital Strategy provides \$232.8 million for the renovation of child welfare facilities including juvenile detention facilities.

Equipment, Telecommunications, & MIS

The Preliminary Ten-Year Capital Strategy provides \$75.5 million for information technology and telecommunications.

Administrative & Field Offices

The Preliminary Ten-Year Capital Strategy provides \$36.0 million for the construction and renovation of central and field offices.

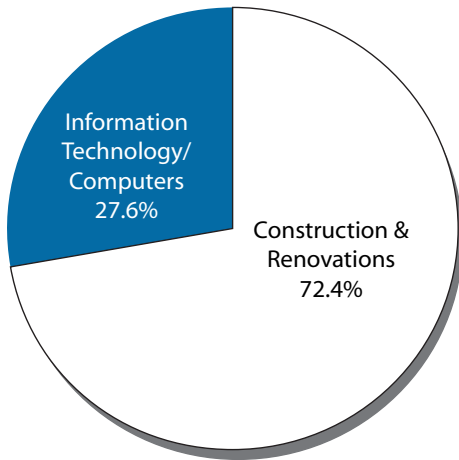
Child Care Facilities

The Preliminary Ten-Year Capital Strategy provides \$9.3 million for the construction and renovation of daycare centers throughout the City.

Children's Services

Project Type: CS		(\$ in 000's)										
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
Child Welfare Facilities												
City		28,704	44,458	25,361	22,510	17,614	16,689	25,640	25,998	9,193	9,194	225,361
Federal		1,425	784	0	0	0	0	0	0	0	0	2,209
State		3,402	1,837	0	0	0	0	0	0	0	0	5,239
Day Care Facilities												
City		42	3,203	6,067	0	0	0	0	0	0	0	9,312
Equipment												
City		10,061	7,088	12,891	9,715	6,821	3,274	0	0	9,193	9,193	68,236
Federal		1,082	1,050	0	0	0	0	0	0	0	0	2,132
State		2,561	2,580	0	0	0	0	0	0	0	0	5,141
Social Service Buildings												
City		3,654	853	3,085	0	2,529	2,620	0	0	9,193	9,193	31,127
Federal		1,421	0	0	0	0	0	0	0	0	0	1,421
State		3,466	0	0	0	0	0	0	0	0	0	3,466
Project Type Total by Source of Funds												
City		42,461	55,602	47,404	32,225	26,964	22,583	25,640	25,998	27,579	27,580	334,036
Federal		3,928	1,834	0	0	0	0	0	0	0	0	5,762
State		9,429	4,417	0	0	0	0	0	0	0	0	13,846
Project Type Total												
All Funds		55,818	61,853	47,404	32,225	26,964	22,583	25,640	25,998	27,579	27,580	353,644

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; and
- Information technology upgrades.

Preliminary Ten-Year Capital Strategy

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

(in millions)

• Construction and Renovations	\$39.0
• Information Technology/ Computers	14.9
TOTAL	\$53.9

Construction and Renovations

The Preliminary Ten-Year Capital Strategy provides \$39.0 million to complete renovations and upgrades for the various senior centers around the City. Funds are also provided to ensure the agency's fire and safety infrastructure meet standards, and that necessary improvements for HVAC, masonry, roofing, electrical, plumbing are completed.

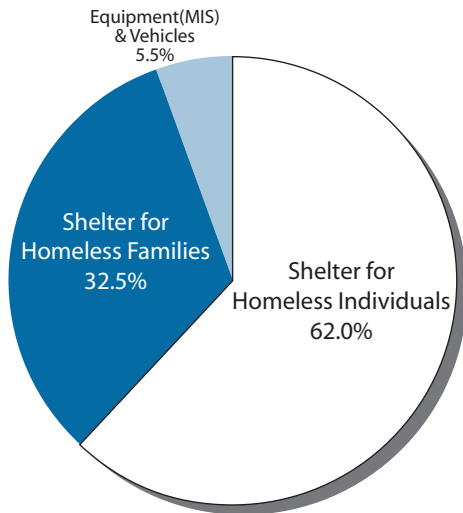
Information Technology and Computers

The Preliminary Ten-Year Capital Strategy provides \$14.9 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)										
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
<i>Data Processing and Information Technology</i>	City	607	2,491	804	7,575	580	1,393	0	1,460	0	0	14,910
<i>Department for the Aging Building Reconstruction</i>	City	6,490	2,858	11,874	2,241	9,553	2,175	2,127	541	575	575	39,009
<i>Project Type Total by Source of Funds</i>												
	City	7,097	5,349	12,678	9,816	10,133	3,568	2,127	2,001	575	575	53,919
<i>Project Type Total</i>												
	All Funds	7,097	5,349	12,678	9,816	10,133	3,568	2,127	2,001	575	575	53,919

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.

Preliminary Ten-Year Capital Strategy

The Preliminary Ten-Year Capital Strategy totals \$650.2 million, which includes \$614.1 million for transitional housing for homeless individuals and families, and \$36.0 million for IT & Equipment needs.

	(in millions)
• Shelter for Homeless Individuals	\$403.0
• Shelter for Homeless Families	211.1
• Equipment (MIS) and Vehicles	36.0
• Social Services Buildings and Vehicles	0.1
TOTAL	\$650.2

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 90 percent of funding to the rehabilitation of existing facilities and the construction of new facilities. The major priorities for the agency continue to be fire safety, interior and exterior building stabilization, as well as major internal power system improvements. Major projects include the exterior and interior upgrades including major roof work at Bellevue-30th Street, roof/ façade, boiler and electrical upgrade at various shelters, and boiler and plumbing system improvements; for sites such as Borden Avenue, Atlantic Armory, Linden and Jamaica 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. Major DHS projects addresses the agency's internal and external case, client and partner management system needs.

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

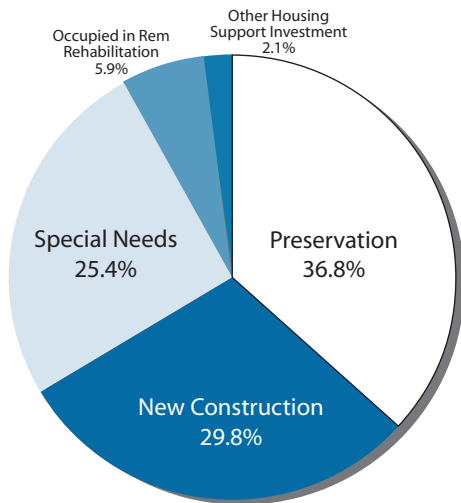
Project Type: HH											
	(\$ in 000's)										
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
Shelters for Homeless Individuals											
City	52,106	52,709	60,482	88,622	27,507	57,402	48,359	38,395	29,152	14,772	469,506
Federal	1,731	0	0	0	0	0	0	0	0	0	1,731
Equipment											
City	4,688	2,922	3,397	4,632	3,682	1,448	0	0	7,633	7,633	36,035
Shelters for Homeless Families											
City	13,606	21,737	27,728	27,922	34,952	0	0	0	0	16,906	142,851
Social Services Buildings											
City	50	0	0	0	0	0	0	0	0	0	50
Purchase of Vehicles											
City	0	57	0	0	0	0	0	0	0	0	57
Project Type Total by Source of Funds											
City	70,450	77,425	91,607	121,176	66,141	58,850	48,359	38,395	36,785	39,311	648,499
Federal	1,731	0	0	0	0	0	0	0	0	0	1,731
Project Type Total											
All Funds	72,181	77,425	91,607	121,176	66,141	58,850	48,359	38,395	36,785	39,311	650,230

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. Furthermore, the City maintains its commitment to provide new housing opportunities, particularly through existing new construction programs.

Housing Preservation & Development



Capital Program Goals

HPD’s Capital plan is structured to meet the goals of the City’s Housing New York plan (HNY), a five-borough, 12-year strategy to address the City’s affordable housing crisis. The plan, updated with the release of Housing New York 2.0 in Fall 2017, outlines key initiatives to achieve HPD’s goal of building or preserving 300,000 units of affordable housing by 2026. HPD will do this by:

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

Preliminary Ten-Year Capital Strategy

The Preliminary Ten-Year Capital Strategy provides \$10.0 billion for HPD in support of its capital program goals from 2022-2031. Of this amount, \$9.7 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)
• Preservation	\$3,674.0
• New Construction	2,969.6
• Special Needs	2,536.3
• Occupied In Rem Rehabilitation	592.6
• Other Housing Support Investment	208.8
TOTAL	\$9,981.2

Preservation

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

Housing Preservation & Development

New Construction

The Preliminary Ten-Year Capital Strategy provides \$3.0 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.

Special Needs Housing

The Preliminary Ten-Year Capital Strategy provides \$2.5 billion for the construction and preservation of housing for seniors, persons with disabilities, and formerly homeless households throughout the five boroughs.

Occupied In Rem Rehabilitation

The Preliminary Ten-Year Capital Strategy provides \$592.6 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 \$208.8 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)											
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total	
New Housing Construction												
City	463,722	391,761	435,866	203,015	219,484	246,298	247,829	257,742	246,974	256,884	2,969,575	
Other Housing Support Investment												
City	13,789	12,032	12,383	33,045	24,336	25,178	26,184	27,232	16,991	17,610	208,780	
Occupied In Rem Rehabilitation												
City	70,448	66,524	43,082	52,974	54,616	56,309	58,561	60,903	63,339	65,873	592,629	
Preservation												
City	528,970	482,429	481,630	267,555	276,270	290,599	310,543	322,965	349,497	363,507	3,673,965	
Special Needs Housing												
City	340,578	217,996	135,360	190,542	196,449	202,540	210,644	219,069	246,626	256,491	2,216,295	
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	1,417,507	1,170,742	1,108,321	747,131	771,155	820,924	853,761	887,911	923,427	960,365	9,661,244	
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	1,449,507	1,202,742	1,140,321	779,131	803,155	852,924	885,761	919,911	955,427	992,365	9,981,244	

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, with 302 developments (169,820 apartments in 2,252 residential buildings), housing over 356,000 tenants throughout the City. The Authority also operates the Leased Housing (Section 8) Program, with approximately 88,073 rented apartments housing 198,992 residents. Approximately 25,000 private landlords participate in the Section 8 program.

The Preliminary Ten-Year Capital Strategy focuses capital funding on building exteriors upgrades such as roof work and building systems including funding for elevators, heating plants, security systems, and other projects such as improvements to community facilities and grounds.

Capital Program Goals

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

Preliminary Ten-Year Capital Strategy

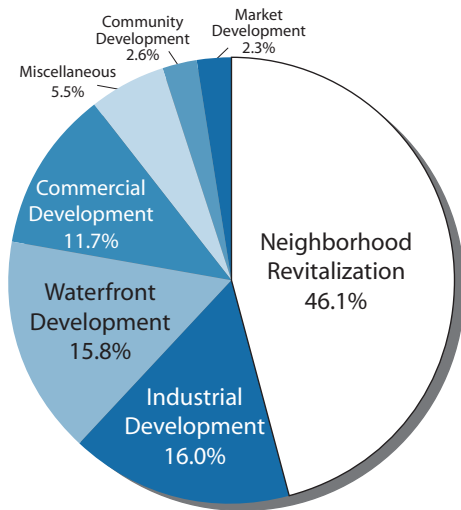
The Preliminary Ten-Year Capital Strategy provides \$2.9 billion primarily for building exteriors and building systems upgrades and replacement. Major areas of planned work include roof replacement, lead abatement, pest mitigation, elevator rehabilitation, upgrades to heating components, improvements to common areas and other construction projects.

	(in billions)
• Low to Moderate Income Public Housing Upgrade & Replacement	\$2.9
TOTAL	\$2.9

Housing Authority

Project Type: HA		(\$ in 000's)										
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
Low to Moderate Income Public Housing Construction												
	City	10,000	24,482	10,000	10,000	10,000	10,000	0	0	0	0	74,482
Low to Moderate Income Public Housing Upgrade												
	City	378,150	319,790	326,000	326,000	326,465	327,944	200,000	200,000	200,000	200,000	2,804,349
Other Public Housing Support Investments												
	City	13,807	0	0	0	0	0	0	0	0	0	13,807
Project Type Total by Source of Funds												
	City	401,957	344,272	336,000	336,000	336,465	337,944	200,000	200,000	200,000	200,000	2,892,638
Project Type Total												
	All Funds	401,957	344,272	336,000	336,000	336,465	337,944	200,000	200,000	200,000	200,000	2,892,638

Department of Small Business Services



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

Capital Program Goals

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

Preliminary Ten-Year Capital Strategy

	(in millions)
• Neighborhood Revitalization	\$2,084.1
• Industrial Development	725.2
• Waterfront Development	714.8
• Commercial Development	530.3
• Miscellaneous	246.9
• Community Development	118.9
• Market Development	103.6
TOTAL	\$4,523.8

Department of Small Business Services

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.

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.

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.

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.

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).

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.

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.

Department of Small Business Services

Project Type: ED	(\$ in 000's)										
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
Commercial Development											
City	0	905	27,045	57,905	64,419	10,121	75,357	92,011	96,196	99,519	523,478
Federal	0	429	0	46	0	0	0	0	0	0	475
State	0	1	0	2,000	4,300	0	0	0	0	0	6,301
Community Development											
City	11,025	16,891	1,762	7,925	3,787	0	76,946	72	75	78	118,561
Federal	0	0	0	0	0	0	0	15	0	0	15
State	0	0	15	0	0	0	0	350	0	0	365
Industrial Development											
City	148,758	106,125	84,641	106,711	89,514	44,024	17,662	19,817	18,171	19,924	655,347
Federal	63,556	0	0	6,281	0	0	0	0	0	0	69,837
Market Development											
City	6,494	12,818	10,273	8,321	30,950	25,551	1,922	0	5,469	1,500	103,298
Federal	0	0	320	0	0	0	0	0	0	0	320
Miscellaneous											
City	64,555	30,407	49,003	33,788	16,775	7,324	4,436	8,414	11,056	10,565	236,323
Federal	9,000	0	0	53	0	0	0	1	0	0	9,054
State	0	0	0	0	1,500	0	0	0	0	0	1,500
Neighborhood Revitalization											
City	225,502	152,110	114,596	297,690	233,669	257,720	161,529	140,715	242,303	195,782	2,021,616
Federal	17,148	2,700	1	19,014	0	0	20,762	1,848	0	0	61,473
State	0	0	0	718	0	270	0	0	0	0	988
Waterfront Development											
City	78,513	86,639	36,728	52,780	69,733	70,475	7,467	91,073	86,831	90,304	670,543
Federal	20,000	0	7,203	4,072	16	197	947	2,455	0	0	34,890
State	4,419	0	4,879	99	0	0	0	0	0	0	9,397
Project Type Total by Source of Funds											
City	534,847	405,895	324,048	565,120	508,847	415,215	345,319	352,102	460,101	417,672	4,329,166
Federal	109,704	3,129	7,524	29,466	16	197	21,709	4,319	0	0	176,064
State	4,419	1	4,894	2,817	5,800	270	0	350	0	0	18,551
Project Type Total											
All Funds	648,970	409,025	336,466	597,403	514,663	415,682	367,028	356,771	460,101	417,672	4,523,781

Department of Citywide Administrative Services

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

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

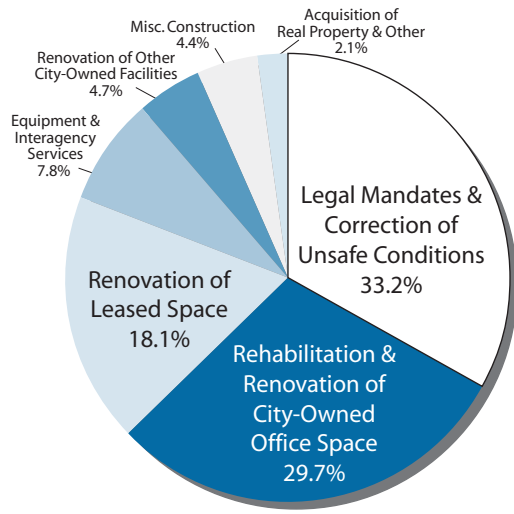
- To rehabilitate and maintain public structures, including piers and bulkheads;
- To reconstruct public buildings;
- To coordinate and enhance citywide space planning;
- To improve the procurement, warehousing, and distribution of goods;
- To increase productivity through advanced technology/information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

Preliminary Ten-Year Capital Strategy

The Preliminary Ten-Year Capital Strategy includes improvements and renovations 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 \$2.0 billion and is allocated between the Public Buildings and the Real Property programs.

Department of Citywide Administrative Services - Public Buildings



Public Buildings

(in millions)

• Legal Mandates and Correction of Unsafe Conditions	\$628.1
• Rehabilitation and Renovation of City-Owned Office Space	561.8
• Renovation of Leased Space	342.4
• Equipment and Interagency Services	146.9
• Renovation of Other City-Owned Facilities	89.6
• Miscellaneous Construction	84.0
• Acquisition of Real Property	27.1
• Board of Elections Modernization	10.4
• Rehabilitation of Court Buildings	1.4
• Communications Equipment	0.4
TOTAL	\$1,892.1

Legal Mandates and Correction of Unsafe Conditions

The correction of code violations and compliance with legal mandates represents \$628.1 million of the Preliminary Ten-Year Capital Strategy. Legally mandated work will include \$421.3 million for projects that ensure compliance with Local Law 5 (fire and life safety), \$86.5 million for fuel tank replacement and remediation, Citywide, and \$60.0 million for Local Law 11 façade repairs.

Rehabilitation and Renovation of City-Owned Office Space

The Preliminary Ten-Year Capital Strategy provides \$561.8 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 \$79.0 million for the Manhattan Municipal Building, \$25.4 million for the Bergen Building in the Bronx, \$20.0 million for the Queens Borough Hall, \$12.0 million for 100 Gold Street in Manhattan, and \$8.7 million for 10 Richmond Terrace in Staten Island. Funding is also provided for projects at 137 Centre Street, Manhattan (\$45.0 million), 253 Broadway, Manhattan (\$35.7 million), and 22 Reade Street, Manhattan (\$23.7 million), as well as for the construction of a new Computerized Testing and Applications Center (CTAC) at 2556 Bainbridge Avenue, Bronx (\$30.2 million).

Department of Citywide Administrative Services - Public Buildings

Renovation of Leased Space

The Preliminary Ten-Year Capital Strategy provides \$342.4 million for leased space renovations. Funding is primarily for agency office consolidations and office space needs when City-owned facilities are not available. The Preliminary Ten-Year Capital Strategy provides \$85.0 million for expansion of Department of Emergency Management leased space in Brooklyn.

Equipment and Interagency Services

The Preliminary Ten-Year Capital Strategy provides \$146.9 million for the DCAS information systems infrastructure and miscellaneous equipment, including \$5.3 million for the development of a real estate management system.

Renovation of Other City-Owned Facilities

The Preliminary Ten-Year Capital Strategy provides \$89.6 million for renovation of other City-owned facilities, including \$80.0 million for the reconstruction of the building at 70 Mulberry Street.

Miscellaneous Construction

The Preliminary Ten-Year Capital Strategy provides \$84.0 million for construction in non-City owned facilities and properties, including \$0.4 million for remedial design of the Gowanus Canal 1st Street Turning Basin.

Acquisition of Real Property

The Preliminary Ten-Year Capital Strategy provides \$27.1 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.

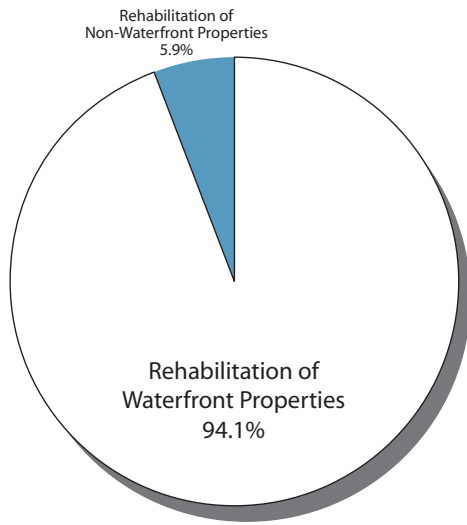
Communications Equipment

The Preliminary Ten-Year Capital Strategy provides \$0.4 million for communications equipment.

Department of Citywide Administrative Services - Public Buildings

Project Type: PW	(\$ in 000's)										
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
Acquisition of Real Property											
City	24,600	0	0	100	0	0	0	0	0	0	24,700
Federal	2,400	0	0	0	0	0	0	0	0	0	2,400
Communications Equipment											
City	80	0	0	300	0	0	0	0	0	0	380
Rehabilitation of Court Buildings											
City	0	0	300	780	50	0	0	310	0	0	1,440
Board of Elections Modernization											
City	0	0	3,874	6,579	0	0	0	0	0	0	10,453
Equipment and Interagency Services											
City	54,779	11,092	6,095	9,292	15,609	11,155	11,162	11,432	8,344	7,972	146,932
Legal Mandates and Correction of Unsafe Conditions											
City	99,716	15,017	85,988	177,743	57,801	31,199	32,206	43,254	43,204	41,946	628,074
Miscellaneous Construction											
City	55,436	9,721	4,073	3,014	9,366	793	533	1,063	0	0	83,999
Rehabilitation of City-Owned Office Space											
City	46,320	64,705	49,857	61,500	50,263	84,562	39,021	40,691	61,290	63,610	561,819
Renovation of Leased Space											
City	26,919	11,353	4,793	22,125	53,426	42,857	84,305	44,567	25,500	26,546	342,391
Renovation of Other City-Owned Facilities											
City	11,702	5,392	72,000	473	0	0	0	0	0	0	89,567
Project Type Total by Source of Funds											
City	319,552	117,280	226,980	281,906	186,515	170,566	167,227	141,317	138,338	140,074	1,889,755
Federal	2,400	0	0	0	0	0	0	0	0	0	2,400
Project Type Total											
All Funds	321,952	117,280	226,980	281,906	186,515	170,566	167,227	141,317	138,338	140,074	1,892,155

Department of Citywide Administrative Services - Real Property



Rehabilitation of Waterfront Properties

The Preliminary Ten-Year Capital Strategy includes \$55.4 million for the reconstruction of DCAS-managed waterfront properties.

Rehabilitation of Non-Waterfront Properties

The Preliminary Ten-Year Capital Strategy includes \$3.5 million for the reconstruction of DCAS-managed non-waterfront properties.

Real Property

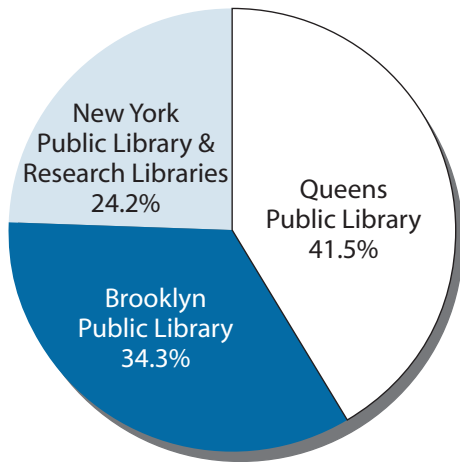
(in millions)

• Rehabilitation of Waterfront Properties	\$55.4
• Rehabilitation of Non-Waterfront Properties	3.5
TOTAL	\$58.9

Department of Citywide Administrative Services - Real Property

Project Type: RE	(\$ in 000's)										
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
<i>Rehabilitation of Non-Waterfront Properties</i> City	0	111	715	0	2,349	0	0	0	0	0	3,175
<i>Rehabilitation of Non-Waterfront Properties</i> City	0	0	0	250	44	0	0	0	0	0	294
<i>Rehabilitation of Waterfront Properties</i> City	82	12,930	1,119	2,643	2,467	242	8,183	8,927	9,240	9,590	55,423
<i>Project Type Total by Source of Funds</i> City	82	13,041	1,834	2,893	4,860	242	8,183	8,927	9,240	9,590	58,892
<i>Project Type Total</i> All Funds	82	13,041	1,834	2,893	4,860	242	8,183	8,927	9,240	9,590	58,892
<i>Citywide Administrative Services Total</i>	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
<i>Total by Source of Funds</i>											
City	319,634	130,321	228,814	284,799	191,375	170,808	175,410	150,244	147,578	149,664	1,948,647
Federal	2,400	0	0	0	0	0	0	0	0	0	2,400
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	322,034	130,321	228,814	284,799	191,375	170,808	175,410	150,244	147,578	149,664	1,951,047

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 58 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 13 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 Business Center at the Stavros Niarchos Foundation Library.

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.

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 \$830.6 million, allocated as follows:

Brooklyn Public Library

	(in millions)
• Essential Reconstruction of Facilities	\$263.3
• Reconstruction Necessary to Maintain Facilities	21.5
Subtotal	\$284.8

New York Public Library and Research Libraries

• Essential Reconstruction of Facilities	\$147.8
• Improvements to Existing Facilities	46.7
• Support Services Improvements	4.0
• Access for the Handicapped	1.8
• Reconstruction Necessary to Maintain Facilities	0.7
• Expansion and Construction of Facilities	0.3
Subtotal	\$201.3

Public Libraries

Queens Public Library

	(in millions)
• Essential Reconstruction of Facilities	\$197.7
• Reconstruction Necessary to Maintain Facilities	54.1
• Replacement Branches	52.3
• Support Services Improvements	40.3
Subtotal	\$344.4
TOTAL	\$830.6

Brooklyn Public Library

The Preliminary Ten-Year Capital Strategy allocates \$284.8 million to the Brooklyn Public Library (BPL) and emphasizes the essential reconstruction of facilities. Specifically, \$111.6 million is allocated for the comprehensive renovation of branches and is distributed among five libraries (Brownsville, Canarsie, Eastern Parkway, New Lots, and New Utrecht) designated as most critical by BPL. \$16.8 million is also allocated for the exterior and interior rehabilitation of the Borough Park branch. Additional funding for other branches focuses on public service enhancements, cyclical replacements of building components (roofs, HVAC systems, and boilers), and Americans with Disabilities Act (ADA) compliance.

New York Public Library and Research Libraries

The Preliminary Ten-Year Capital Strategy allocates \$201.3 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, \$147.8 million is allocated for the comprehensive renovation and outfitting of branches including Hamilton Fish (\$8.1 million), Castle Hill (\$6.9 million), and Hudson Park (\$6.2 million). \$46.7 million is also allocated for improvements to existing facilities, including Woodlawn Heights (\$8.0 million, in addition to \$0.4 million in 2021). 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 \$344.4 million for the Queens Public Library (QPL) and reflects a commitment to maintain and upgrade existing facilities and continue construction of new branches. Specifically, \$250.0 million is allocated to QPL for comprehensive renovations, new construction, and expansion of branches. \$25.0 million is also allocated for an expansion and renovation at Corona branch library as well as \$27.7 million for the expansion and renovation at the Jackson Heights branch library. Additional funding for other branches focuses on renovations and rehabilitations, systems upgrades, and cyclical replacements of building components (roofs, windows, and doors).

New York Research Libraries

Project Type: L		(\$ in 000's)										
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
<i>Expansion and Construction of Research Libraries</i>												
City		0	0	0	0	132	0	174	17	0	0	323
<i>Improvements to Existing Facilities</i>												
City		172	54	0	350	0	0	0	0	0	0	576
<i>Essential Reconstruction of Facilities</i>												
City		0	46	778	1,537	0	264	244	254	477	350	3,950
<i>New York Library Support Service Improvements</i>												
City		0	320	0	0	0	0	0	0	0	0	320
<i>Project Type Total by Source of Funds</i>												
City		172	420	778	1,887	132	264	418	271	477	350	5,169
<i>Project Type Total</i>												
All Funds		172	420	778	1,887	132	264	418	271	477	350	5,169

New York Public Library

Project Type: LN		(\$ in 000's)										
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
<i>Access for the Handicapped</i>	City	0	1,340	500	0	0	0	0	0	0	0	1,840
<i>Improvements to Existing Facilities</i>	City	2,239	41,563	148	2,124	0	0	0	0	0	0	46,074
<i>Essential Reconstruction of Facilities</i>	City	18,085	31,200	16,021	36,581	5,577	9,353	5,056	6,322	8,524	7,144	143,863
<i>Reconstruction Necessary to Maintain Facilities</i>	City	0	716	0	0	0	0	0	0	0	0	716
<i>Support Services Improvements</i>	City	1,633	494	1,552	5	0	0	0	0	0	0	3,684
Project Type Total by Source of Funds												
	City	21,957	75,313	18,221	38,710	5,577	9,353	5,056	6,322	8,524	7,144	196,177
Project Type Total												
	All Funds	21,957	75,313	18,221	38,710	5,577	9,353	5,056	6,322	8,524	7,144	196,177

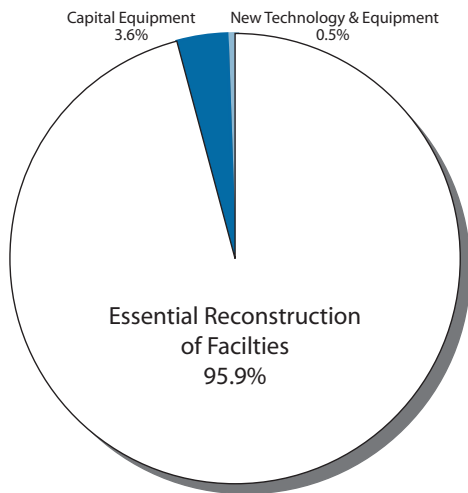
Brooklyn Public Library

Project Type: LB		(\$ in 000's)										
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
Rehabilitation and Relocation of Branch Libraries												
City		53	0	0	0	1	0	0	0	0	0	54
Essential Reconstruction of Facilities												
City		32,704	108,174	45,541	64,266	1,524	808	7,590	874	909	945	263,335
Reconstruction Necessary to Maintain Facilities												
City		9,469	5,002	44	695	0	0	0	0	0	0	15,210
Federal		0	0	6,258	0	0	0	0	0	0	0	6,258
Project Type Total by Source of Funds												
City		42,226	113,176	45,585	64,961	1,525	808	7,590	874	909	945	278,599
Federal		0	0	6,258	0	0	0	0	0	0	0	6,258
Project Type Total												
All Funds		42,226	113,176	51,843	64,961	1,525	808	7,590	874	909	945	284,857

Queens Public Library

Project Type: LQ											
	<i>(\$ in 000's)</i>										
	<i>2022</i>	<i>2023</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>Total</i>
Replacement Branches											
City	6,465	9,202	16,733	19,411	102	0	370	0	0	0	52,283
Essential Reconstruction of Facilities											
City	3,526	35,485	45,919	32,090	33,884	24,023	19,457	1,053	1,105	1,149	197,691
Reconstruction Necessary to Maintain Facilities											
City	13,953	23,725	5,497	3,184	296	6,454	996	9	0	0	54,114
Federal	0	32	0	0	0	0	0	0	0	0	32
Support Services Improvements											
City	6,834	5,622	11,047	15,319	0	750	750	0	0	0	40,322
Project Type Total by Source of Funds											
City	30,778	74,034	79,196	70,004	34,282	31,227	21,573	1,062	1,105	1,149	344,410
Federal	0	32	0	0	0	0	0	0	0	0	32
Project Type Total											
All Funds	30,778	74,066	79,196	70,004	34,282	31,227	21,573	1,062	1,105	1,149	344,442
Public Libraries Total	<i>2022</i>	<i>2023</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>Total</i>
Total by Source of Funds											
City	95,133	262,943	143,780	175,562	41,516	41,652	34,637	8,529	11,015	9,588	824,355
Federal	0	32	6,258	0	0	0	0	0	0	0	6,290
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	95,133	262,975	150,038	175,562	41,516	41,652	34,637	8,529	11,015	9,588	830,645

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 413 capital projects on behalf of approximately 214 arts organizations that lead the way in sustainable architecture and design excellence, representing a cultural capital investment of \$900.5 million.

Capital Program Goals

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

Preliminary Ten-Year Capital Strategy

The City’s cultural institutions have benefited from sizable levels of City capital investment. Approximately \$1.7 billion of City funds were committed from 2010 through 2020 for the reconstruction, modernization, and expansion of these facilities, in addition to \$214.9 million planned in 2021. 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 \$900.5 million allocated as follows:

	(in millions)
• Essential Reconstruction of Facilities	\$863.9
• Capital Equipment	32.1
• New Technology and Equipment	4.5
TOTAL	\$900.5

Department of Cultural Affairs

Highlights of the Preliminary Ten-Year Capital Strategy include:

- Bronx Zoo: \$10.6 million for the construction of the wildlife exhibit center.
- Bronx Museum of the Arts: \$19.2 million for the South Wing atrium renovation, in addition to \$0.26 million in 2021.
- New York Botanical Garden: \$10.4 million for the renovation of the Worker's Operation Center.
- Snug Harbor Cultural Center: \$16.9 million for various upgrades and improvements, in addition to \$6.7 million in 2021.
- Staten Island Museum: \$8.3 million for the construction of a Geo-Thermal & Ground Floor, in addition to \$2.0 million in 2021.
- Staten Island Zoo: \$5.7 million for the restoration of Clove Road visitor center, in addition to \$3.1 million in 2021.
- Brooklyn Botanic Garden: \$5.3 million for the construction of a sustainable gardening center.
- Queens Museum: \$14.7 million for Phase II of the Queens Museum expansion project.
- Queens Botanical Garden: \$24.1 million for the construction of an education center, in addition to \$0.4 million in 2021.
- MoMA PS1: \$18.2 million for various upgrades and improvements, in addition to \$0.3 million 2021.
- Metropolitan Museum of Art: \$31.6 million for the skylight's replacement.
- Public Theater: \$27.7 million for the renovation of the Delacorte Theater.
- South Street Seaport Museum: \$5.9 million for Phase II of the restoration of the historic ship Wavertree

Department of Cultural Affairs

Project Type: PV											
	(\$ in 000's)										
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
Capital Equipment											
City	4,970	6,487	13,143	6,698	812	0	0	0	0	0	32,110
Essential Reconstruction of Facilities											
City	151,394	162,404	361,175	122,437	42,941	5,042	3,869	4,024	4,185	4,352	861,823
State	2,000	0	0	0	0	0	0	0	0	0	2,000
Private	113	0	0	0	0	0	0	0	0	0	113
New Technology and Construction											
City	176	0	1	4,312	0	0	0	0	0	0	4,489
Project Type Total by Source of Funds											
City	156,540	168,891	374,319	133,447	43,753	5,042	3,869	4,024	4,185	4,352	898,422
State	2,000	0	0	0	0	0	0	0	0	0	2,000
Private	113	0	0	0	0	0	0	0	0	0	113
Project Type Total											
All Funds	158,653	168,891	374,319	133,447	43,753	5,042	3,869	4,024	4,185	4,352	900,535

Department of Parks & Recreation

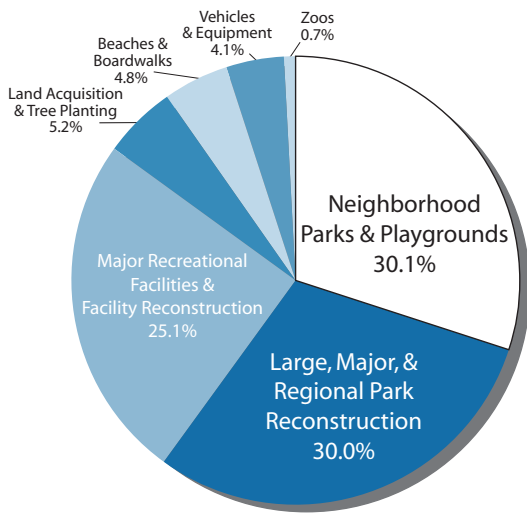
The Department of Parks and Recreation (DPR) is the steward of over 30,000 acres of land made up of nearly 5,000 individual properties ranging from Coney Island and Central Park to community gardens and Greenstreets. The Department maintains and operates approximately 800 athletic fields, 1,000 playgrounds, 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 2,600,000 street and park trees.

The Preliminary Ten-Year Capital Strategy provides \$5.0 billion for capital construction and reconstruction projects. This capital program includes \$365.9 million associated with work to repair and reconstruct Parks damaged by Hurricane Sandy; an additional \$21.5 million for storm reconstruction is included in 2021. There is also \$146.2 million for the Parks Department's signature equity initiatives: the Community Parks Initiative, the Anchor Parks Initiative, Walk to a Park, and the Parks Without Borders program, with an additional \$39.6 million in 2021.

Capital Program Goals

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

Department of Parks & Recreation



Preliminary Ten-Year Capital Strategy

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

	(in millions)
• Neighborhood Parks and Playgrounds	\$ 1,515.0
• Large, Major, and Regional Park Reconstruction	1,509.5
• Major Recreational Facilities and Facility Reconstruction	1,259.2
• Land Acquisition and Tree Planting	259.1
• Beaches and Boardwalks	240.4
• Vehicles and Equipment	205.0
• Zoos	37.4
TOTAL	\$5,025.6

Neighborhood Parks and Playgrounds

The Preliminary Ten-Year Capital Strategy provides funding of \$1.5 billion for the reconstruction of neighborhood parks and playgrounds. This allocation includes \$320.7 million for the reconstruction of the East River Esplanade in Manhattan.

Large, Major, and Regional Park Reconstruction

The Preliminary Ten-Year Capital Strategy provides \$1.5 billion for work at numerous sites, Citywide. This allocation includes \$785.7 million for the reconstruction of Parks pedestrian bridges, Citywide; \$400.4 million for other large, major and regional park reconstruction projects, Citywide; \$101.9 million for various projects located at Flushing Meadows-Corona Park in Queens; \$90.1 million for various projects located at Central Park in Manhattan; \$52.6 million for the for various projects located within Hudson River Park in Manhattan; \$22.1 million for the construction of various open space projects in Greenpoint-Williamsburg; \$18.5 million for reconstruction of pools; \$16.1 million for various projects located at Prospect Park in Brooklyn; and \$12.6 million for the development of Fresh Kills Park in Staten Island.

Department of Parks & Recreation

Major Recreational Facilities & Facility Reconstruction

The Preliminary Ten-Year Capital Strategy provides \$1.3 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 \$614.4 million for the rehabilitation and construction of recreation/nature centers, Citywide; \$157.0 million for the reconstruction of comfort stations and other buildings within parks, Citywide; \$86.2 million for the remediation and reconstruction of Red Hook Recreation Area; \$67.5 million for the reconstruction of boilers and HVACs, Citywide; \$15.2 million for roofing reconstruction projects, Citywide; \$14.2 million for the reconstruction of Historic Houses, Citywide; and \$304.7 million for other major recreational facilities and facility reconstruction projects, Citywide.

Land Acquisition and Tree Planting

The Preliminary Ten-Year Capital Strategy provides \$259.1 million for tree planting, reforestation, land acquisition, and related projects.

Beaches and Boardwalks

The Preliminary Ten-Year Capital Strategy provides \$240.4 million for the reconstruction of boardwalks, beaches, and marinas, Citywide. Ongoing FEMA reconstruction and improvement projects tied to damage from Hurricane Sandy is included in the Neighborhood Parks and Playground category. Major highlights include \$87.7 million for the reconstruction of the Orchard Beach Pavilion.

Vehicles and Equipment

The Preliminary Ten-Year Capital Strategy provides \$205.0 million to support infrastructure improvements and equipment purchases. Major highlights include \$99.6 million for the replacement of vehicles and \$58.6 million for improvements to computer and communications systems; and \$46.8 million for other infrastructure improvements and equipment purchases.

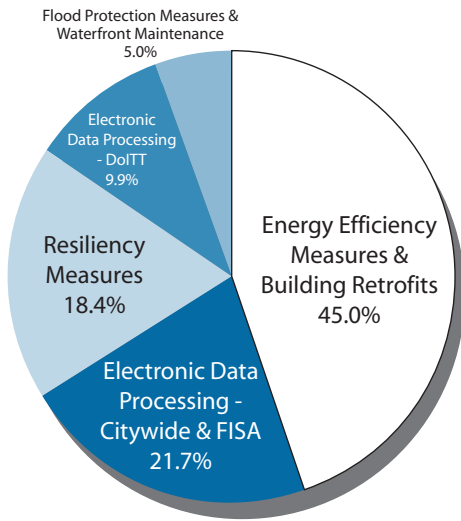
Zoos

The Preliminary Ten-Year Capital Strategy provides \$37.4 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)										
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
Beaches and Boardwalks											
City	7,568	38,326	46,365	61,276	21,106	981	1,020	1,061	1,103	1,147	179,953
Federal	47,253	666	12,487	0	0	0	0	0	0	0	60,406
Land Acquisition and Tree Planting											
City	67,723	49,429	14,491	59,093	16,000	10,000	10,000	10,000	10,400	10,816	257,952
Federal	368	0	72	0	0	0	0	0	0	0	440
Private	659	0	0	0	0	0	0	0	0	0	659
Major Recreational Facilities											
City	48,049	33,512	127,177	658,180	195,796	56,859	13,078	11,520	11,981	12,460	1,168,612
Federal	11,356	7,550	70,983	0	648	0	0	0	0	0	90,537
State	0	29	0	0	0	0	0	0	0	0	29
Neighborhood Parks and Playgrounds											
City	250,968	346,039	455,299	273,454	95	29	12,292	10,035	10,549	10,972	1,369,732
Federal	61,480	16,714	45,711	0	0	0	0	0	0	0	123,905
State	14,180	308	543	0	0	0	0	0	0	0	15,031
Private	6,366	57	0	0	0	0	0	0	0	0	6,423
Vehicles, Equipment and Facility Reconstruction											
City	6,925	4,671	1,352	97,283	17,446	18,065	12,392	15,044	15,568	16,189	204,935
Federal	0	0	63	0	0	0	0	0	0	0	63
Large, Major and Regional Park Reconstruction											
City	369,248	122,315	220,829	544,989	36,731	12,814	33,294	8,419	21,719	29,076	1,399,434
Federal	12,479	55,843	1,366	0	0	0	0	0	0	0	69,688
State	4,520	368	2,931	0	0	0	0	84	0	0	7,903
Private	12,599	2,280	16,655	0	0	0	0	963	0	0	32,497
Zoos											
City	11,893	8,803	383	13,409	520	220	511	531	552	574	37,396
Project Type Total by Source of Funds											
City	762,374	603,095	865,896	1,707,684	287,694	98,968	82,587	56,610	71,872	81,234	4,618,014
Federal	132,936	80,773	130,682	0	648	0	0	0	0	0	345,039
State	18,700	705	3,474	0	0	0	0	84	0	0	22,963
Private	19,624	2,337	16,655	0	0	0	0	963	0	0	39,579
Project Type Total											
All Funds	933,634	686,910	1,016,707	1,707,684	288,342	98,968	82,587	57,657	71,872	81,234	5,025,595

Energy Efficiency and Citywide Equipment



Energy Efficiency & Sustainability

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

Electronic Data Processing

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

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

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

City IT resources; the City's website (nyc.gov); telecommunication services; and CityNet, the citywide data communication network.

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

Capital Program Goals

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

Preliminary Ten-Year Capital Strategy

	(in millions)
• Energy Efficiency Measures & Building Retrofits	\$3,738.8
• Electronic Data Processing - Citywide & FISA	1,797.1
• Resiliency Measures	1,527.3
• Electronic Data Processing - DoITT	824.7
• Flood Protection Measures & Waterfront Maintenance	411.0
TOTAL	\$8,298.9

Energy Efficiency and Citywide Equipment

Energy Efficiency

The Preliminary Ten-Year Capital Strategy provides \$3.7 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 \$1.8 billion for Electronic Data Processing - Citywide & FISA.

Resiliency Measures

The Preliminary Ten-Year Capital Strategy provides \$1.5 billion over the ten-year period to fund resiliency measures, including \$1.0 billion for the East Side Coastal Resiliency project.

Electronic Data Processing - DoITT

The Preliminary Ten-Year Capital Strategy provides \$824.7 million for Electronic Data Processing - DoITT.

Flood Protection & Waterfront Maintenance

The Preliminary Ten-Year Capital Strategy provides \$411.0 million over the ten-year period to fund flood protection measures and waterfront maintenance. The Preliminary Ten-Year Capital Strategy provides \$396.6 million for rehabilitation projects across the City's portfolio of coastal and waterfront assets, including \$117.5 million for the rehabilitation of the substructure of Harlem River Park between 132nd Street to 135th Street and \$108.6 million for the rehabilitation of Pier 36. Funding is also provided for flood protection measures, including \$14.4 million to protect the shoreline in Tottenville, Staten Island.

Energy Efficiency and Citywide Equipment

Project Type: DP		(\$ in 000's)										
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
Electronic Data Processing Equipment for DoITT, Citynet												
City		158,415	114,072	92,581	90,525	88,644	83,792	70,103	40,548	42,163	43,843	824,686
Project Type Total by Source of Funds												
City		158,415	114,072	92,581	90,525	88,644	83,792	70,103	40,548	42,163	43,843	824,686
Project Type Total												
All Funds		158,415	114,072	92,581	90,525	88,644	83,792	70,103	40,548	42,163	43,843	824,686

Energy Efficiency and Citywide Equipment

Project Type: PU											
	(\$ in 000's)										
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
Building Construction, Reconstruction or Retrofit											
City	164,308	45,015	11,630	0	0	0	0	0	0	0	220,953
Distributed Generation											
City	41,913	3,716	0	0	0	0	0	0	0	0	45,629
Electronic Data Processing Equipment - FISA											
City	8,582	12,000	11,865	12,863	12,551	11,544	7,803	6,216	6,465	6,715	96,604
Electronic Data Processing Equipment - City-Wide											
City	289,227	169,595	131,191	165,765	237,007	178,651	134,345	126,455	131,510	136,777	1,700,523
Miscellaneous Energy Efficiency and Sustainability											
City	469,496	710,933	869,958	630,803	494,464	386,585	391,044	406,771	423,060	431,705	5,214,819
Federal	195,701	0	0	0	0	0	0	0	0	0	195,701
Project Type Total by Source of Funds											
City	973,526	941,259	1,024,644	809,431	744,022	576,780	533,192	539,442	561,035	575,197	7,278,528
Federal	195,701	0	0	0	0	0	0	0	0	0	195,701
Project Type Total											
All Funds	1,169,227	941,259	1,024,644	809,431	744,022	576,780	533,192	539,442	561,035	575,197	7,474,229
Citywide Equipment Total											
2022											
2023											
2024											
2025											
2026											
2027											
2028											
2029											
2030											
2031											
Total											
Total by Source of Funds											
City	1,131,941	1,055,331	1,117,225	899,956	832,666	660,572	603,295	579,990	603,198	619,040	8,103,214
Federal	195,701	0	0	0	0	0	0	0	0	0	195,701
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	1,327,642	1,055,331	1,117,225	899,956	832,666	660,572	603,295	579,990	603,198	619,040	8,298,915

Citywide Summary

Project Type: CW

(\$ in 000's)

2022 2023 2024 2025 2026 2027 2028 2029 2030 2031 Total

Citywide Total by Source of Funds

City	15,370,657	15,283,954	16,477,453	15,262,321	11,128,331	8,691,568	7,620,925	7,239,712	7,493,651	8,004,559	112,573,131
Federal	1,300,796	644,740	522,421	112,659	198,226	276,829	137,930	99,289	40,297	35,429	3,368,616
State	408,315	367,177	394,317	318,267	313,507	318,686	288,779	316,156	3,610	1,248	2,730,062
Private	28,018	9,321	23,325	13,572	6,668	6,679	10,092	7,631	6,668	6,668	118,642

All Funds	17,107,786	16,305,192	17,417,516	15,706,819	11,646,732	9,293,762	8,057,726	7,662,788	7,544,226	8,047,904	118,790,451
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