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# Preliminary Ten-Year Capital Strategy

## Fiscal Years 2026-2035

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**The City of New York**  
**Eric Adams, Mayor**

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

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

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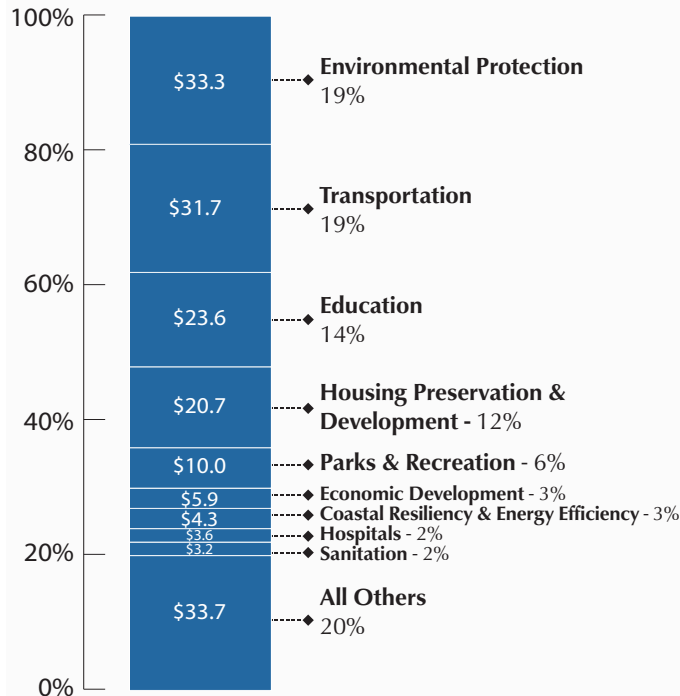
**Preliminary  
Ten-Year  
Capital Strategy  
Summary**

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# 2026-2035 Preliminary Ten-Year Capital Strategy Overview of \$170.0 Billion in Planned Spending

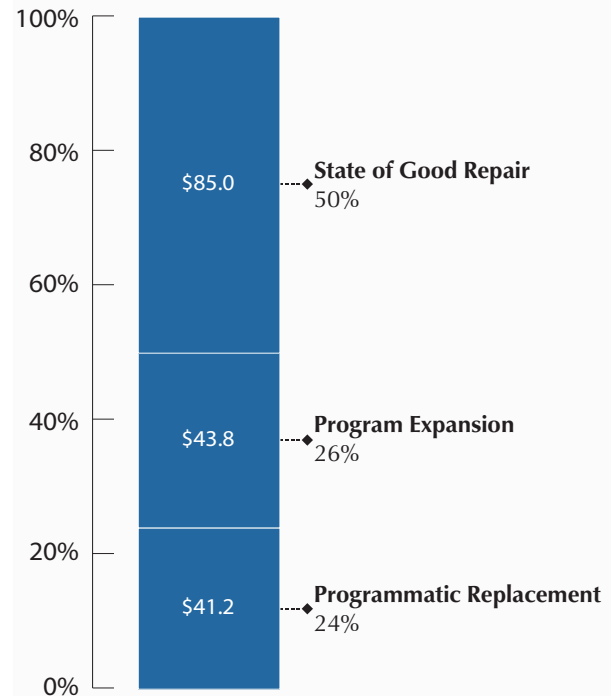
## By Agency

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



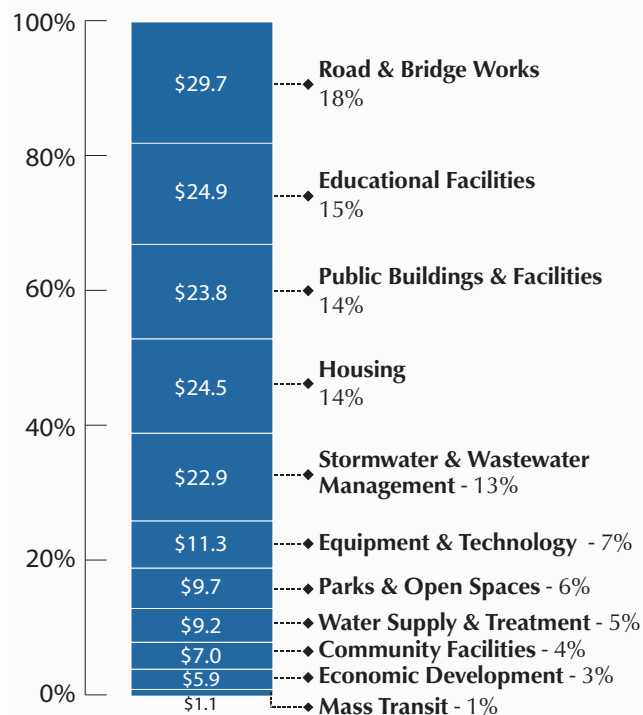
## By Lifecycle Category

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



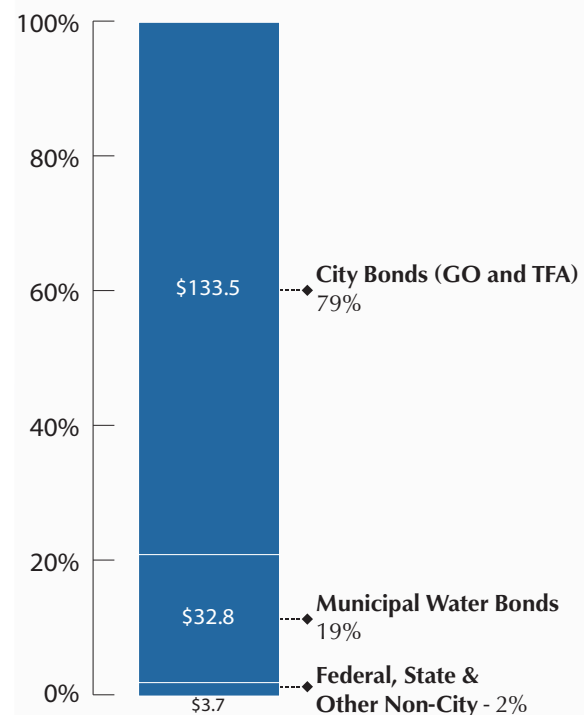
## By Service Category

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

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As we work toward the Fiscal Year 2026-2035 Ten Year Capital Strategy (TYCS) for the City of New York, we are pleased to publish this Preliminary Ten-Year Capital Strategy (PTYCS) concurrently with the release of the Fiscal Year 2026 (FY26) Preliminary Budget. Mandated by the New York City Charter, the PTYCS provides a venue for the City to demonstrate the comprehensive infrastructure planning undertaken as part of its responsibility to all New Yorkers, across all neighborhoods, and to explain the principles driving the City's capital planning decision making. The PTYCS is designed to help prioritize investment decisions across all capital agencies and reflect an integrated approach to capital planning across infrastructure types, in line with the growth and needs of the City.

The PTYCS will outline how the City allocates \$170.0 billion over the next decade to ensure a financially responsible and resilient New York City guided by equitable, community-informed capital planning decisions. These investments aim to improve the City's integral capital infrastructure – including housing, roads and bridges, schools, water and sewer facilities, and transportation systems – enhancing quality of life, safety, and affordability, for New Yorkers across the five boroughs. This document will be followed by the final Ten-Year Capital Strategy, published along with the City's FY26 Executive Budget, which builds upon the PTYCS and contains additional detail and capital project examples.

## The PTYCS has five main components:

- 1) An **Overview of Spending** (available on the previous page) showing how capital budget resources are allocated across agencies, lifecycle categories, service categories, and funding sources.
- 2) Our **Capital Strategy** describing the City's approach to capital planning and decision making, to be expanded in the TYCS.
- 3) **Key Investments**: a discussion of how the City's capital strategy is manifested across a series of key investment areas, also to be expanded in the TYCS.
- 4) A **Financing Program** section that provides a detailed look at the City's capital finance program.
- 5) A **Program Detail by Agency** section that provides a deeper dive into specific city agencies' capital investments.

It is worth noting that the PTYCS and TYCS have been updated to make the publications more insightful and accessible, with the goal of appealing to a broader audience. The previous Guiding Principles and Investment Priorities sections have been replaced by Capital Strategy and Key Investments sections. These changes are intended to more clearly reflect the 'how' and the 'what' of the City's capital planning, respectively, than in previous iterations. By making these updates, we aim to enhance the document's usefulness for a wider public audience.

# Capital Strategy

The City of New York’s capital planning and decision making are driven by a dynamic and evolving vision of a better future. The City’s Capital Strategy lays out the capital investments that will help bring this vision to reality. The Strategy is informed by a range of processes the City employs to evaluate its needs, understand communities’ priorities, and maintain and improve the City’s infrastructure. The Capital Strategy is necessarily dynamic, as new information, needs, and priorities must be incorporated to ensure our planning is responsive to change. Processes such as the Citywide Statement of Needs, Community District Needs, and Neighborhood Plans allow the City to assess existing conditions and gather new information to update our strategy. While the City’s Capital Strategy must remain flexible and adaptable to changing needs, it is grounded in a few critical and consistent elements that provide a strong foundation for this planning.

## Financial Responsibility

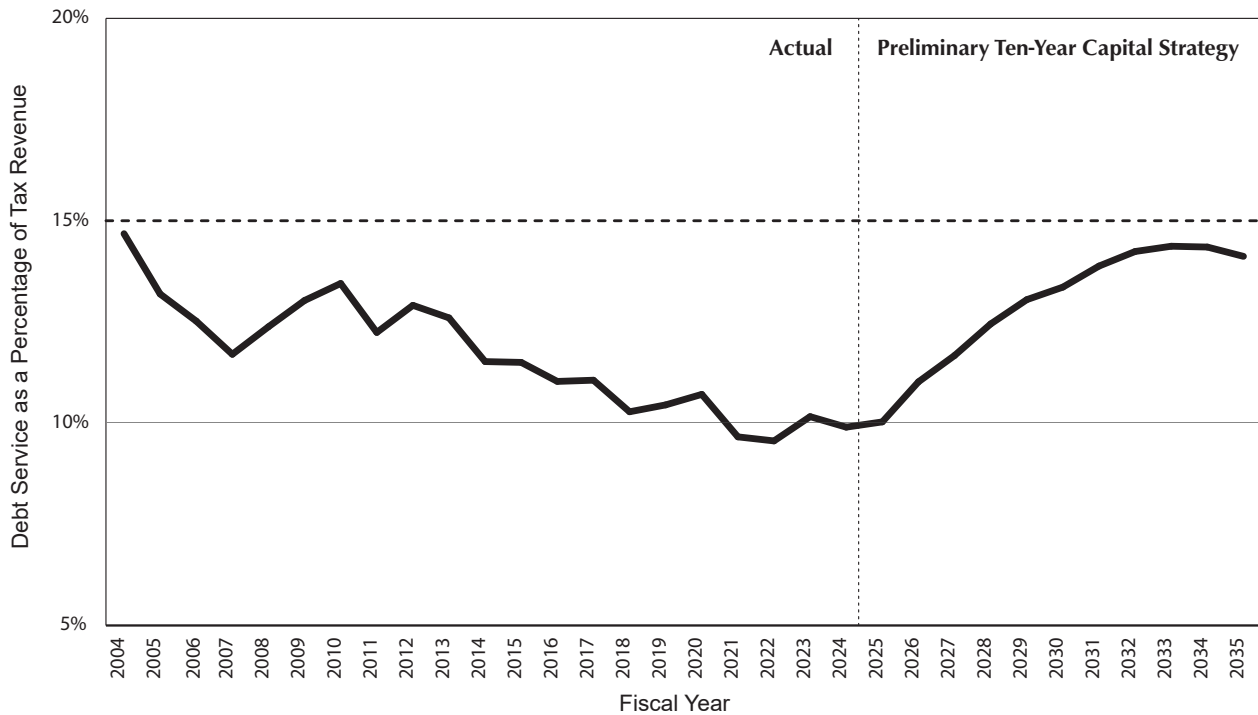
The capital program is primarily financed through the issuance of bonds. The City remains committed to maintaining sustainable levels of debt in a dynamic fiscal climate while meeting our legal mandates and prioritizing critical life safety projects. We will maintain assets in a state of good repair,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

Since the late 1980s, 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 resources. These credit strengths have a real impact on New Yorkers: strong demand for bonds reduces the costs of maintaining roads, bridges, schools, and other capital investments, and saves taxpayers money.

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

Fiscal Year	Anticipated Debt Service Obligation (\$ in billions)	Debt Service as a Percentage of Tax Revenue
2026	\$8.8	11.0%
2027	\$9.6	11.7%
2028	\$10.5	12.5%
2029	\$11.4	13.1%
2030	\$12.1	13.4%
2031	\$13.0	13.9%
2032	\$13.9	14.2%
2033	\$14.6	14.4%
2034	\$15.2	14.3%
2035	\$15.6	14.1%

# Capital Strategy



## Resiliency

The improved resilience of city assets, and the City as a whole, is a consistent directive for our capital planning. This commitment to resiliency extends beyond planning for posterity; simply put, to plan a resilient city requires a proactive approach to anthropogenic climate change and its impacts. This goal must remain in the foreground of the City’s Capital Strategy to ensure it is not just a feature, but a pillar of our capital agencies’ planning process. Improvements and new infrastructure projects will be viewed through the lens of how they reduce carbon emissions, mitigate flood risk for essential assets, improve coastal protection, and address heat vulnerability, to mitigate the impact of climate change on current and future residents.

## Equity and Community-Informed Capital Planning

Capital projects that directly address the needs of historically underserved communities are actively prioritized in the City’s long-term planning. This approach emphasizes targeting projects that improve affordable housing, transit access, green spaces, and climate-resilient infrastructure, as well as other improvements, in communities with legacies of public disinvestment.

Community perspectives are a core input source for capital planning and decision making, and the City is committed to ensuring New Yorkers have the tools they need to better shape capital investment decisions. City agencies continue to strengthen community outreach and improve how the City integrates public feedback into the planning process, from project conception to design and construction. This includes focused emphasis on community input sources such as annual Community District Needs Statements and Budget Requests, and the City’s Climate Budgeting initiative, as tools for informing agency-specific budgeting and decision making.

# Key Investments

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If the City's Capital Strategy acts as the guidebook for carrying out capital planning and decision making, Key Investments demonstrate what the Strategy looks like in action. In this section, we have selected a series of issue areas to act as lenses through which we can see how capital planning plays out in communities across our city.

## Housing

Housing availability and affordability are not only vital to the City's Capital Strategy, but they are vital to the City itself. Producing more housing and promoting the affordability of housing in New York City will require a broad array of policy adaptation, thoughtful planning, and strategic investment in infrastructure to support necessary and projected growth. For example, the City's adoption of the City of Yes for Housing Opportunity zoning text amendment represents a substantial step in this direction, allowing for a little more housing in every neighborhood, while increasing capacity for affordable housing and diversity in housing type. This zoning text change thus permits investment in a broader range of housing solutions for New Yorkers.

In the face of a significant housing shortage, building more homes is critical to New York City's future—providing New Yorkers with greater housing options and helping to lower costs. The City's Capital Strategy reflects a commitment to thoughtful planning and strategic investments that enable this growth. The recent adoption of the City of Yes for Housing Opportunity zoning amendment marks a historic step forward by unlocking opportunities for a range of housing types, including income-restricted affordable homes, across the City. Complementary investments in housing and infrastructure will ensure the City can support this growth effectively and equitably.

## Condition of City Facilities and Infrastructure

We will not only make substantial investments to bring our infrastructure and buildings to a state of good repair but also deepen investment in monitoring of these assets to plan more effectively for their upkeep. Capital investments will also promote energy efficiency, incorporate modern design standards, and embrace new and innovative materials and construction techniques to anticipate future challenges in the way we build and plan for longevity. We can more easily sustain and improve quality of life in all neighborhoods when our infrastructure and built environment are durable, efficient, and designed to meet future needs.

## Economic Growth, Affordability

In the City's Capital Strategy, economic growth is intrinsically tied to the goal of a more equitable city. Economic growth for growth's sake, without necessary increases in affordability and accessibility of economic opportunity would be insufficient to the future New York City we aim to engender. Thus, capital investments must target equitable and accessible growth. This includes investments that support thriving neighborhoods with good-paying jobs. Further, investing in infrastructure that supports and helps build small businesses is essential to improving the economy of the City, as is the need to develop new and fledgling industries that can take advantage of New York's many competitive advantages, including a dynamic workforce.

## Education and Cultural Resources

As a global hub for culture and education, New Yorkers deserve world-class education opportunities and cultural institutions. Educational and cultural resources are fundamental to New Yorkers' quality of life, and central to promoting a more equitable and affordable city. This not only involves investing in our schools, but also in the technology available to aid learning in those schools; supporting the facilities that provide childhood education both during and after the school year; and investing in the rich cultural institutions that support ongoing education, growth, and enrichment for New Yorkers of all ages. Capital projects in this area will emphasize providing high-quality, holistic education to the City's youth, as well as contributing to the cultural fabric of New York City that underpins so much of our community and economy.

## Public Health and Safety

The City's Capital Strategy is guided by a commitment to creating a built environment that supports safe, healthy lifestyles for all New Yorkers while ensuring essential services and facilities for public health and safety. To achieve this, we will continue to strengthen our health and hospital system, improve the quality of and access to outdoor public space, invest in heat mitigation and cooling infrastructure, enhance efforts to fight crime and gun violence, and continue to improve our multimodal transportation network.

# Distribution of the All Funds Preliminary Ten-Year Capital Strategy 2026-2035 by Life Cycle Category

**Total Program: \$169,954**  
(\$ in millions)

<b>State of Good Repair</b>	<b>\$84,973</b>	<b>Program Expansion</b>	<b>\$43,779</b>	<b>Programmatic Replacement</b>	<b>\$41,202</b>
• East River & Other Bridge Reconstruction	\$17,039	• New and Special Needs Housing	\$12,687	• Design and Construction of New Jail Facilities	\$11,367
• Reconstruction & Rehabilitation of Schools	14,708	• New School Construction	9,328	• Upgrade of Water Pollution Control Plants	8,306
• Reconstruction & Resurfacing of Streets & Highways	12,393	• Augmentation of Sewers	4,663	• Water Quality Mandates & Preservation	4,642
• Housing Preservation & Rehabilitation	11,820	• Industrial, Commercial, Waterfront & Market Development	3,280	• Citywide Information Systems & Equipment	3,309
• Reconstruction of Recreational Spaces	9,249	• Neighborhood Revitalization & Community Development	2,566	• Water Main Replacement & Dam Safety Program	3,189
• Coastal Resiliency & Energy Efficiency	4,343	• Sewer Extensions to Accommodate New Development	2,457	• Reconstruction & Renovation of Court Facilities	2,567
• Rehabilitation of Hospitals & Health Facilities	3,156	• Construction of the Third Water Tunnel	2,161	• Purchase of Sanitation Equipment	2,079
• Rehabilitation of Libraries & Cultural Institutions	2,641	• Water Quality Preservation	2,078	• Replacement of DEP Facilities & Equipment	1,130
• Rehabilitation of Public Buildings & Systems	1,901	• Water Main Construction	1,630	• Medical Equipment & Systems	945
• Upgrades to Traffic Systems	1,470	• Green Infrastructure	923	• Firefighting Equipment & Vehicles	875
• Replacement of Failing Sewer Components	1,204	• Improvements to Cultural & Recreational Facilities	764	• Police Vehicles & Equipment	708
• Social Services Facility & Technology Upgrades	1,171	• Bluebelt Program	500	• Ferry Boats and Terminals	653
• Sanitation Garages & Facilities	1,036	• New Correction Training Academy	197	• Transit System Rehabilitation	400
• Fire House Renovations	894	• Construction of Court Facilities	185	• Social Services Management Systems & Equipment	306
• Reconstruction & Rehabilitation of CUNY Facilities	805	• Water Pollution Improvements	110	• Correctional Equipment	247
• Renovation of Police Facilities	547	• Others	250	• Sewer Components	145
• Water for the Future & Filtration Avoidance	138			• Others	334
• Others	458				



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

(\$ in 000's)

	FY26-29		FY26-35	
	City Funds	All Funds	City Funds	All Funds
Education	\$15,400,000	\$15,400,000	\$23,566,910	\$23,566,910
Housing	9,009,078	9,169,078	20,330,830	20,730,830
Bridges	5,058,313	5,529,072	16,508,633	17,071,015
Water Pollution Control	8,928,296	9,026,605	13,733,647	13,980,902
Highways	5,083,245	5,428,937	11,877,483	12,393,167
Correction	10,642,613	10,642,613	11,914,319	11,914,319
Parks and Recreation	3,693,741	4,191,438	9,410,418	10,012,955
Sewers	2,552,404	2,581,773	8,914,647	8,944,016
Coastal Resiliency, Tech. & Equip.	4,994,435	5,008,842	7,581,171	7,595,578
Water Mains	2,889,041	3,049,763	6,830,229	7,024,151
<b>Subtotal-Major Agency Programs</b>	<b>\$68,251,166</b>	<b>\$70,028,121</b>	<b>\$130,668,287</b>	<b>\$133,233,843</b>
Economic Development	\$2,864,209	\$2,967,805	\$5,761,482	\$5,906,408
Housing Authority	1,937,216	1,937,216	3,775,355	3,775,355
Hospitals	1,311,341	1,774,315	2,998,120	3,646,812
Sanitation	1,435,324	1,448,513	3,143,969	3,157,158
Courts	1,000,024	1,015,644	2,735,389	2,752,309
Public Buildings	1,349,039	1,349,039	2,329,145	2,329,145
Water Supply	1,411,736	1,411,736	2,166,242	2,166,242
Fire	819,064	840,737	1,746,805	1,768,478
Cultural Affairs	848,443	848,443	1,571,743	1,576,077
Traffic	233,785	275,199	1,423,544	1,469,837
CUNY	849,477	849,477	1,334,075	1,334,204
Police	592,363	597,909	1,246,250	1,254,226
DEP Equipment	576,656	576,656	1,159,419	1,159,419
Homeless Services	337,015	337,840	678,286	679,111
Ferries	97,985	224,431	523,935	653,381
Health	336,653	343,194	557,392	571,859
Queens Libraries	412,965	412,965	533,649	533,649
Transit	160,000	160,000	400,000	400,000
Admin For Children's Services	248,496	280,908	349,487	386,272
Brooklyn Libraries	250,378	250,378	364,994	365,244
Human Resources	207,534	278,936	270,606	345,452
NY Branch Libraries	185,704	185,704	302,949	302,949
Transportation Equipment	41,746	41,746	87,802	87,802
Aging	62,733	62,733	73,901	73,901
NY Research Library	8,250	8,250	12,582	12,582
Real Estate	4,294	4,294	12,100	12,100
<b>Total</b>	<b>\$17,582,430</b>	<b>\$18,484,068</b>	<b>\$35,559,221</b>	<b>\$36,719,972</b>
<b>Grand Total</b>	<b>\$85,833,596</b>	<b>\$88,512,189</b>	<b>\$166,227,508</b>	<b>\$169,953,815</b>

# Preliminary Ten-Year Capital Strategy Fiscal Years 2026-2035

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# Financing Program

The City financing program projects \$83.3 billion of long-term borrowing for the period from 2025 through 2029 to support the current City capital program. The portion of the capital program not financed by the New York City Municipal Water Finance Authority (NYW or the Authority) will be split between General Obligation (GO) bonds of the City and Future Tax Secured (FTS) bonds of the New York City Transitional Finance Authority (TFA).

The City and TFA both expect to issue \$35.4 billion during the plan period, each supporting 42.5 percent of the total. NYW expects to issue approximately \$12.5 billion which represents 15 percent of the total.

## Financing Program

(\$ in Millions)

	2025	2026	2027	2028	2029	Total
NYC GO Bonds	\$6,900	\$6,260	\$7,030	\$7,430	\$7,790	\$35,410
TFA FTS Bonds	6,900	6,260	7,030	7,430	7,790	35,410
NYW Bonds <sup>1</sup>	1,727	2,513	2,573	2,690	2,964	12,467
<b>Total</b>	<b>\$15,527</b>	<b>\$15,033</b>	<b>\$16,633</b>	<b>\$17,550</b>	<b>\$18,544</b>	<b>\$83,287</b>

<sup>1</sup> 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.

# Financing Program

## Overview of the Financing Program

The tables titled “Debt Outstanding,” “Annual Debt Service Costs,” and “Debt Burden” show statistical information for the period from 2025 through 2029, based on debt currently outstanding and expectations for future issuances.

### Debt Outstanding (\$ in Millions at Year End)

	2025	2026	2027	2028	2029
NYC GO Bonds	\$46,065	\$49,908	\$54,562	\$59,491	\$64,663
TFA FTS Bonds	54,851	59,300	64,145	69,174	74,486
Conduit Debt <sup>1</sup>	793	725	655	586	511
<b>Total</b>	<b>\$101,709</b>	<b>\$109,933</b>	<b>\$119,362</b>	<b>\$129,251</b>	<b>\$139,660</b>
NYW Bonds	\$33,830	\$35,897	\$38,070	\$40,159	\$42,449
TSASC Bonds	\$879	\$854	\$827	\$800	\$773

### Annual Debt Service Costs (\$ in Millions, Before Prepayments)

	2025	2026	2027	2028	2029
NYC GO Bonds	\$4,408	\$4,685	\$4,913	\$5,346	\$5,788
TFA FTS Bonds	3,340	4,020	4,547	5,060	5,496
Conduit Debt <sup>1</sup>	112	111	109	104	113
<b>Total</b>	<b>\$7,860</b>	<b>\$8,816</b>	<b>\$9,569</b>	<b>\$10,510</b>	<b>\$11,397</b>
NYW Bonds <sup>2</sup>	\$1,971	\$2,067	\$2,150	\$2,483	\$2,698
TSASC Bonds	\$76	\$69	\$69	\$68	\$67

### Debt Burden

	2025	2026	2027	2028	2029
Total Debt Service <sup>3</sup> as % of:					
a. Total Revenue	6.7%	7.7%	8.2%	8.9%	9.4%
b. Total Taxes	10.0%	11.0%	11.7%	12.5%	13.1%
c. Total NYC Personal Income	1.0%	1.0%	1.1%	1.1%	1.2%
Total Debt Outstanding <sup>3</sup> as % of:					
a. Total NYC Personal Income	12.7%	13.1%	13.6%	14.1%	14.5%

<sup>1</sup> Conduit debt consists of bonds issued by the Dormitory Authority of the State of New York, New York City Educational Construction Fund, and New York City Industrial Development Agency for which the City is obligated to make payments for debt service, subject to appropriation.

<sup>2</sup> Includes First Resolution debt service and Second Resolution debt service net of subsidy payments from the NYS Environmental Facilities Corporation.

<sup>3</sup> Total Debt Service and Debt Outstanding include NYC GO, conduit debt and TFA FTS bonds.

## Financing Program

Currently the debt service for City GO, TFA FTS, and City appropriation debt, or conduit debt, excluding the effect of pre-payments, is 6.7 percent of the City's total budgeted revenues in 2025. That ratio is projected to rise to 9.4 percent in 2029. As a percentage of tax revenues, the debt service ratio is 10.0 percent in 2025 and is projected to increase to 13.1 percent in 2029.

The primary issuers financing the City capital program have maintained credit ratings in the AA category or better by Moody's, S&P, and Fitch, and in the case of the City, Kroll, as indicated in the table titled "Ratings". These entities have maintained reliable market access, including during the economic uncertainty caused by the onset of COVID-19, to finance capital spending and undertake refinancing transactions. All of the outlooks are stable.

Issuer	Ratings			
	Moody's	S&P	Fitch	Kroll
NYC GO	Aa2	AA	AA	AA+
TFA FTS-Subordinate <sup>1</sup>	Aa1	AAA	AAA	
NYW First Resolution	Aa1	AAA	AA+	
NYW Second Resolution	Aa1	AA+	AA+	

<sup>1</sup> TFA may also issue FTS-Senior bonds, although none are currently outstanding. The most recent ratings assigned to the Senior credit were triple-A from each of Moody's, S&P, and Fitch.

### New York City General Obligation Bonds

Since July 1, 2024, the City has issued \$3.6 billion in GO bonds for capital purposes and approximately \$1.1 billion in GO refunding bonds. The dates and principal amounts are shown in the table titled "NYC GO Issuance".

NYC GO Issuance					
(\$ in Millions)					
Series	(N)ew \$/ (R)efunding	Issue Date	Tax Exempt Amount	Taxable Amount	Total Par Amount
2025 AB	R	8/15/2024	\$1,106	\$0	\$1,106
2025 C	N	9/10/2024	1,800	300	2,100
2025 D-1 (Social Bonds)	N	10/16/2024	0	820	820
2025 D-2	N	10/16/2024	0	680	680
<b>Total</b>			<b>\$2,906</b>	<b>\$1,800</b>	<b>\$4,706</b>

In October 2024, the City issued its third series of Social Bonds, structured as \$820 million of taxable GO bonds. The proceeds of the Social Bonds sale financed affordable housing programs administered by the City's Department of Housing Preservation and Development.

The City's GO refunding transaction completed to date in 2025 generated approximately \$91 million of debt service savings, primarily spread evenly across 2025 through 2028.

The City plans to issue GO bonds for capital purposes of approximately \$6.9 billion, \$6.3 billion, \$7.0 billion, \$7.4 billion, and \$7.8 billion in 2025 through 2029, respectively.

## Financing Program

### New York City Transitional Finance Authority

The TFA is a public authority of New York State created by the New York City Transitional Finance Authority Act in 1997. It was created to issue FTS bonds, secured primarily 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 FTS bonds and notes. This authorization has evolved over time to permit TFA to have additional FTS debt outstanding, with amounts over and above certain levels subject to the City's remaining debt incurring power under the State constitutional debt limit. The total amount of FTS debt authorized to be outstanding and not subject to the City's debt limit is currently \$21.5 billion, which will increase to \$27.5 billion beginning on July 1, 2025.

Since July 1, 2024, the TFA has issued \$5.1 billion in FTS bonds for capital purposes and approximately \$2.5 billion in refunding bonds. The dates and principal amounts are shown in the table titled "NYC TFA Issuance".

#### NYC TFA Issuance

(\$ in Millions)

Series	(N)ew \$/ (R)efunding	Issue Date	Tax Exempt Amount	Taxable Amount	Total Par Amount
2025 AB	R	7/30/2024	\$2,250	\$210	\$2,460
2025 C	N	10/1/2024	1,800	300	2,100
2025 D	N	10/30/2024	1,500	0	1,500
2025 E	N	1/7/2025	1,500	0	1,500
<b>Total</b>			<b>\$7,050</b>	<b>\$510</b>	<b>\$7,560</b>

The TFA refunding transaction completed to date in 2025 generated approximately \$263 million of debt service savings, primarily spread evenly across 2025 through 2028.

The TFA plans to issue FTS bonds for capital purposes of approximately \$6.9 billion, \$6.3 billion, \$7.0 billion, \$7.4 billion, and \$7.8 billion in 2025 through 2029, respectively.

In April 2006, the State enacted legislation authorizing issuance by the TFA of an additional \$9.4 billion of bonds (Building Aid Revenue Bonds, or BARBs) to be used to fund certain capital costs for the Department of Education. This legislation also provided for the assignment to TFA of State building aid that had previously been paid directly to the City. As of December 31, 2024, there were approximately \$7.5 billion of BARBs outstanding. The BARBs are rated Aa2 by Moody's, AA by S&P, AA by Fitch, and have stable outlooks. The financial plan does not currently contemplate the issuance of BARBs for new money purposes.

### New York City Related Issuers - Variable Rate Debt

The City and other issuers supporting the City capital program utilize floating rate debt in an effort to diversify their offerings and minimize interest costs. Variable rate demand bonds, which require an accompanying bank facility, comprise the majority of the City's variable rate portfolio. The City, TFA, and the City's related entities also have floating rate bonds which do not require a bank facility, where interest rates are set periodically according to a benchmark index, by auction, or by a remarketing agent. Currently, the City and its related entities, excluding NYW, have approximately \$7.8 billion of floating rate exposure.

While floating rate debt can provide savings relative to fixed rate debt, the exposure is of note because certain events can cause costs to increase unexpectedly. Those events would include rising short-term 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 or the credit of a liquidity provider. The City uses conservative assumptions in budgeting interest rates and associated expenses from floating rate instruments.

The table "NYC Floating-Rate Exposure" summarizes the City's and its related issuers' floating rate exposure, excluding NYW. Total floating rate exposure is 7.7 percent, which remains below the City's policy guideline of 20 percent. This is even more manageable after taking into account the 10-year average balance of \$8.9 billion of short-term assets in the City's General Fund, which are an offset to these floating rate liabilities. Net of these floating rate assets, the floating rate exposure

## Financing Program

of the City, excluding NYW, is entirely mitigated. GO and TFA floating rate exposure represents 10.2 percent and 5.6 percent of GO and TFA FTS debt, respectively.

### NYC Floating-Rate Exposure<sup>1</sup>

(\$ in Millions)

	GO	TFA	Conduit	Total
Floating Rate Bonds	\$4,690	\$3,062	\$30	\$7,782
Synthetic Fixed	8	0	45	53
<b>Total Floating-Rate</b>	<b>\$4,698</b>	<b>\$3,062</b>	<b>\$75</b>	<b>\$7,835</b>
<b>Total Debt Outstanding</b>	<b>\$46,065</b>	<b>\$54,851</b>	<b>\$793</b>	<b>\$101,709</b>
% of Floating-Rate / Total Debt Outstanding				7.7%
Total Floating-Rate Less \$8.9 Billion Balance in General Fund (Floating-Rate Assets)				(\$1,061)
% of Net Floating Rate / Total Debt Outstanding				(1.0%)

<sup>1</sup> End of Fiscal Year 2025 Debt Outstanding as of the January 2025 Financial Plan excluding NYW.

In addition to floating rate debt instruments, 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 the relationship between tax-exempt and taxable floating rates. To calculate the floating rate exposure associated with synthetic fixed rate debt in the foregoing analysis, it is conservatively assumed that there is no difference between tax-exempt bond rates and the taxable rates on which swap receipts are based.

The City has not entered into any new interest rate swaps in recent years. The City is a party to one remaining GO interest rate swap with an outstanding notional amount as of December 31, 2024 of \$20.375 million, for which the mark-to-market value was negative \$377 thousand. This is the theoretical amount that the City would pay if the swap was terminated under market conditions as of December 31, 2024. This swap matures on August 1, 2026. Additionally, the City is required to make payments under two interest rate swap agreements that relate to conduit indebtedness; as of December 31, 2024, the total notional amount was \$125.5 million and the combined mark-to-market value was negative \$4 million. These swaps mature on May 15, 2039. The TFA has no outstanding swaps.

The variable rate receipts on outstanding interest rate swap agreements were originally based on the London Interbank Offered Rate (LIBOR), a benchmark index that has been phased out. Additionally, certain floating rate debt instruments included alternative rates based on LIBOR. To address the market's transition away from LIBOR, these swap and debt instruments were modified to incorporate the Secured Overnight Financing Rate (SOFR) as a replacement index.

### New York City Municipal Water Finance Authority

The New York City Municipal Water Finance Authority (NYW) was created in 1984 to finance capital improvements to the City's water and sewer system. Since its first bond sale in November 1985, the Authority has sold \$86.8 billion of bonds.

Of the aggregate bond par sold, as of December 31, 2024, \$33.2 billion is outstanding, \$38.7 billion, including \$665 million of special resolution crossover bonds, was refinanced, \$6.8 billion was defeased with Authority funds including economically defeased bonds, and \$8.1 billion was retired with revenues as they matured. In addition to this long-term debt, NYW uses bond anticipation notes (BANs) issued to the New York State Environmental Facilities Corporation (EFC) and has used a commercial paper program as a source of flexible short-term financing. As of December 31, 2024, NYW had \$137 million in outstanding BAN draws and available undrawn capacity of \$500 million pursuant to agreements with EFC to fund certain projects. NYW is authorized to draw up to \$600 million of commercial paper notes, including up to \$400 million of Extendable Municipal Commercial Paper. Currently, the Authority has no commercial paper outstanding.

NYW's outstanding debt also includes floating rate bonds, which have been a reliable source of cost-effective financing. As of December 31, 2024, NYW had \$4.3 billion of floating rate bonds representing approximately 13 percent of its outstanding debt. NYW's floating rate exposure consists primarily of tax-exempt floating rate debt supported by liquidity

## Financing Program

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

NYW previously had two interest rate swap agreements that synthetically fixed \$401 million of floating-rate bonds. These swaps were terminated in April 2024 in connection with the refunding of the underlying bonds.

NYW participates in the State Revolving Fund (SRF) program administered by the EFC. The SRF provides a source of long-term below-market interest rate borrowing, subsidized by federal capitalization grants, state matching funds, and other funds held by EFC. The Authority's BAN draws are expected to be refinanced with fixed rate second resolution bonds issued to EFC.

Summarized in the table titled "NYW Issuance" is the issuance that has closed to date in 2025. The proceeds of the bonds were applied to pay the cost of improvements to the system, refund or purchase certain of the Authority's outstanding debt, and pay the costs of issuance.

### NYW Issuance

(\$ in Millions)

Series	(N)ew \$/ (R)efunding	Issue Date	Par Amount	True Interest Cost (TIC)	Longest Maturity
2025 AA	N/R	10/2/2024	\$887	4.40%	2054
			<b>\$887</b>		

During the period from 2025 to 2029, NYW expects to issue an average of approximately \$2.5 billion of new money bonds per year. Of this amount, NYW plans to issue to EFC about \$300 million of bonds annually, taking advantage of the interest rate subsidy available for qualifying projects, and minimizing the overall costs of its financing program. NYW expects to issue approximately 90 percent of its new debt per year as fixed rate debt with the remainder issued as floating rate debt, subject to market conditions.

### TSASC, Inc.

TSASC, Inc., a local development corporation, was created in October 1999 to fund a portion of the City's capital program. TSASC's currently outstanding bonds are secured by a pledge of 37.4% of tobacco settlement revenues (TSRs) eligible to be received by TSASC pursuant to a nationwide Master Settlement Agreement. Pursuant to a Security Agreement entered into by TSASC in December 2024, TSASC agreed to use unpledged TSRs received by TSASC to pay any projected shortfall on TSASC debt service payments through June 2028. The Security Agreement may be terminated by TSASC upon ninety days' notice.

The financial plan does not currently contemplate the issuance of additional TSASC bonds for new money purposes.



## Financing Program

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### **Hudson Yards Infrastructure Corporation**

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

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

After the initial bond issues funding the capital improvements, HYIC has undertaken two refinancing transactions. In May 2017, HYIC issued approximately \$2.1 billion of refunding bonds which refinanced all of its initial \$2 billion bond issue and a portion of its second bond issue under a new legal structure. This refinancing allowed HYIC to remit approximately \$110 million of accumulated revenues for the City's benefit in 2017. Moreover, the refunding enabled HYIC to transfer periodically to the City excess revenues over and above amounts needed for HYIC debt service. In October 2021, HYIC issued approximately \$450 million in refunding bonds which refinanced the remainder of its second bond issue. This refinancing generated over \$50 million of savings during the period fiscal years 2022-2025 and additional annual savings thereafter. After the transaction, all of HYIC's bonds are under the legal structure established in the 2017 refunding transaction mentioned above. HYIC's bonds are rated Aa2 by Moody's, AA by S&P, AA- by Fitch, and have stable outlooks.

The No. 7 Subway extension was constructed by the MTA and began service in September 2015. The secondary entrance to this station located at W. 35th Street and Hudson Boulevard East opened in September 2018. Phase I of the Hudson Park and Boulevard opened to the public in August 2015 and is managed by the Hudson Yards Hell's Kitchen Alliance Business Improvement District. A second phase for the park ("Phase II") will expand the park north to 39th Street. Phase II is being financed through a term loan agreement which permits HYIC to draw up to \$380 million for project costs. As of December 31, 2024, HYIC has drawn approximately \$95 million on the term loan to fund costs of Phase II.

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# **Program Detail by Agency**

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# Department of Transportation

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The Department of Transportation (DOT) is responsible for the safe and efficient movement of people and goods in New York City. To fulfill this mission, DOT builds and maintains streets, sidewalks, highways, bridges, and municipal parking facilities; maintains and operates municipal ferry systems and monitors private ferry systems; 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. Congestion on the City's highways further exacerbates the difficulties of the movement of goods, as most goods are shipped into the City via trucks. In the face of these trends the challenge will be to channel as much of this rising transportation 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.

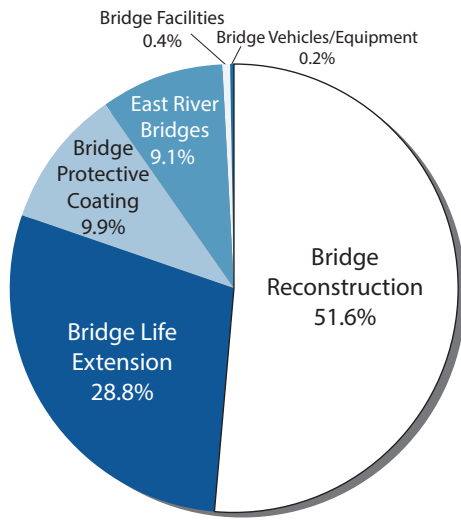
## Capital Program Goals

- 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 \$31.7 billion to the Department, with Bridges and Highways receiving the bulk of funding, totaling approximately \$29.5 billion.

# Department of Transportation - Bridges



## Bridges

The Preliminary Ten-Year Capital Strategy provides \$17.1 billion in the Bridge Program for the reconstruction and upgrade of the City’s bridge system. It includes funding for work on the four East River Bridges and approximately 100 other bridge structures. The first four years of this Preliminary Ten-Year Capital Strategy provides \$5.5 billion to the Bridge Program, of which \$1.5 billion is planned to be committed in FY 2026. The total commitment reflects the high priority accorded to restoring and maintaining these essential links in the City’s transportation system.

	(in millions)
• Bridge Reconstruction	\$8,801.3
• Bridge Life Extension	4,909.0
• Bridge Protective Coating	1,694.3
• East River Bridges	1,560.1
• Bridge Facilities	74.3
• Bridge Vehicles/Equipment	32.0
<b>TOTAL</b>	<b>\$17,071.0</b>

### Bridge Reconstruction

The Preliminary Ten-Year Capital Strategy provides \$8.8 billion to reconstruct bridge structures, including \$531.8 million for the Shore Road Bridge over the Hutchinson River and \$325.6 million for the Nereid Ave Bridge over the Bronx River Parkway.

### Bridge Life Extension

The Preliminary Ten-Year Capital Strategy provides \$4.9 billion for rehabilitative work on bridge structures that require an upgrade to their current condition, in addition to component rehabilitation work on various bridges. These projects include \$441.5 million for the Trans-Manhattan Expressway and \$393.2 million for the Miller Highway Bridge.

### Bridge Protective Coating

The Preliminary Ten-Year Capital Strategy provides \$1.7 billion for protective coating treatment on bridge structures. This program includes \$430.0 million for the Williamsburg Bridge and \$55.1 million for the Macombs Dam Bridge.

### East River Bridges

The Preliminary Ten-Year Capital Strategy provides \$1.6 billion for rehabilitative work on the East River Bridges. This program includes \$615.0 million for the Queensboro Bridge.

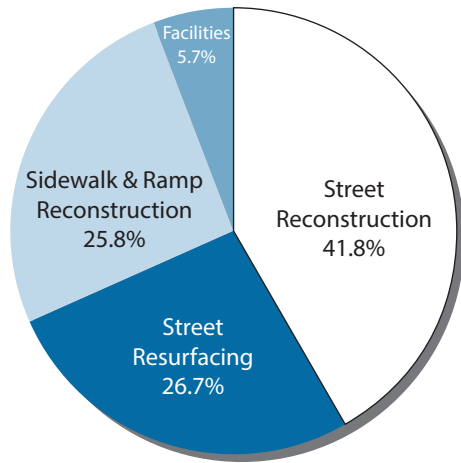
### Bridge Facilities, Equipment and Vehicles

The Preliminary Ten-Year Capital Strategy provides \$74.3 million for bridge facilities and \$32.0 million for the purchase of equipment and vehicles.

# Department of Transportation - Bridges

Project Type: BR and HB		(\$ in 000's)										
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
<b>East River Bridges</b>												
City		912,572	1,000	581,000	0	0	65,550	0	0	0	0	1,560,122
<b>Fair Bridges</b>												
City		153,942	249,963	798,156	925,727	736,817	1,126,264	244,077	1,378,823	1,424,324	1,471,327	8,509,420
Federal		37,237	21,760	129,722	45,000	46,238	1,522	0	0	0	0	281,479
State		0	0	7,365	0	0	1,907	0	0	0	0	9,272
Private		1,165	0	0	0	0	0	0	0	0	0	1,165
<b>Bridge Life Extension and Miscellaneous Work</b>												
City		266,731	317,922	250,913	415,913	826,844	1,089,644	396,892	344,445	358,676	370,513	4,638,493
Federal		67,120	14,560	89,535	55,495	0	41,956	0	0	0	0	268,666
State		200	0	0	1,600	0	0	0	0	0	0	1,800
<b>Bridge Painting</b>												
City		71,886	7,197	36,457	50,837	66,973	129,115	118,084	391,511	404,431	417,777	1,694,268
<b>Bridge Facilities</b>												
City		0	0	2,582	0	9,167	8,265	12,492	13,485	13,930	14,390	74,311
<b>Bridge Vehicles</b>												
City		3,329	0	8,380	3,806	3,553	2,646	2,440	2,537	2,621	2,707	32,019
<b>Project Type Total by Source of Funds</b>												
City		1,408,460	576,082	1,677,488	1,396,283	1,643,354	2,421,484	773,985	2,130,801	2,203,982	2,276,714	16,508,633
Federal		104,357	36,320	219,257	100,495	46,238	43,478	0	0	0	0	550,145
State		200	0	7,365	1,600	0	1,907	0	0	0	0	11,072
Private		1,165	0	0	0	0	0	0	0	0	0	1,165
<b>Project Type Total</b>												
All Funds		1,514,182	612,402	1,904,110	1,498,378	1,689,592	2,466,869	773,985	2,130,801	2,203,982	2,276,714	17,071,015

# Department of Transportation - Highways



## Highways

The Preliminary Ten-Year Capital Strategy provides \$12.4 billion to the Highways program for the rehabilitation of City streets.

	(in millions)
• Street Reconstruction	\$5,178.5
• Street Resurfacing	3,315.1
• Sidewalk and Ramp Reconstruction	3,191.7
• Facilities	707.9
<b>TOTAL</b>	<b>\$12,393.2</b>

### Street Reconstruction

Total funding in the Preliminary Ten-Year Capital Strategy for street reconstruction is \$5.2 billion. This work includes \$313.7 million for four phases of the Great Streets Vision Zero corridor reconstruction of Queens Boulevard and \$143.6 million for the 4th Avenue Great Streets Safety Improvements in Brooklyn.

### Street Resurfacing

The Preliminary Ten-Year Capital Strategy funds the resurfacing of 11,000 lane miles of primary streets and arterial highways and 500 miles of bike lanes at a ten-year cost of \$3.3 billion.

### Sidewalk and Ramp Reconstruction

For the ten-year period, \$3.2 billion is provided to install and reconstruct pedestrian ramps throughout the City. Additionally, \$533.2 million is provided to rehabilitate defective sidewalks and curbs throughout the City.

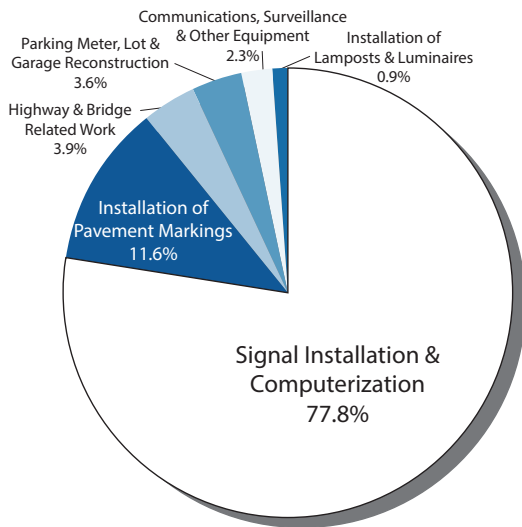
### Facility Reconstruction

A total of \$707.9 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. This work includes \$318.7 million for the reconstruction of the Flatlands Yard in Brooklyn.

# Department of Transportation - Highways

Project Type: HW		(\$ in 000's)										
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
<b>Facility Reconstruction</b>												
City		123,404	60,050	270	27,837	331,548	16,657	93,760	16,923	17,481	18,058	705,988
Federal		1,892	0	0	0	0	0	0	0	0	0	1,892
<b>Local Street Reconstruction</b>												
City		13,369	5,483	13,218	119,738	1,017	1,122	0	0	50,000	0	203,947
<b>Pedestrian Ramp Construction</b>												
City		224,756	378,336	77,806	270,615	231,379	301,252	312,674	276,408	285,529	294,952	2,653,707
Federal		0	0	0	58	1,115	0	3,011	0	0	0	4,184
State		0	0	0	1	0	0	362	0	0	0	363
Private		236	0	0	0	0	0	36	0	0	0	272
<b>Primary Street Reconstruction</b>												
City		372,794	645,195	928,139	611,906	988,199	173,282	498,665	188,390	190,458	223,023	4,820,051
Federal		58,020	2,993	13,332	3,489	2,886	965	12,966	0	0	0	94,651
State		5,694	11,171	6,599	0	0	0	391	0	0	0	23,855
Private		767	3	0	11	7	0	436	0	0	0	1,224
<b>Primary Street Resurfacing</b>												
City		215,614	261,556	254,724	261,384	293,188	291,753	273,804	394,280	351,815	365,256	2,963,374
State		57,326	49,060	49,060	49,060	49,060	49,060	49,060	0	0	0	351,686
<b>Reconstruction of Retaining Walls</b>												
City		0	0	3,744	0	81	188	0	0	0	0	4,013
<b>Sidewalk Reconstruction</b>												
City		39,104	41,700	21,923	79,806	56,340	56,899	54,007	47,047	48,600	50,203	495,629
Federal		0	780	0	0	0	0	586	0	0	0	1,366
Private		22,200	0	8,944	4,996	0	0	51	0	0	0	36,191
<b>Reconstruction of Step Streets</b>												
City		0	0	30,774	0	0	0	0	0	0	0	30,774
<b>Project Type Total by Source of Funds</b>												
City		989,041	1,392,320	1,330,598	1,371,286	1,901,752	841,153	1,232,910	923,048	943,883	951,492	11,877,483
Federal		59,912	3,773	13,332	3,547	4,001	965	16,563	0	0	0	102,093
State		63,020	60,231	55,659	49,061	49,060	49,060	49,813	0	0	0	375,904
Private		23,203	3	8,944	5,007	7	0	523	0	0	0	37,687
<b>Project Type Total</b>												
All Funds		1,135,176	1,456,327	1,408,533	1,428,901	1,954,820	891,178	1,299,809	923,048	943,883	951,492	12,393,167

## Department of Transportation - Traffic



### Traffic

The Preliminary Ten-Year Capital Strategy provides \$1.5 billion for the Traffic program.

(in millions)

• Signal Installation and Computerization	\$1,143.1
• Installation of Pavement Markings	170.0
• Highway and Bridge Related Work	56.6
• Parking Meter, Lot and Garage Reconstruction	52.3
• Communications, Surveillance and other Equipment	33.9
• Installation of Lampposts and Luminaires	13.9
<b>TOTAL</b>	<b>\$1,469.8</b>

#### Signal Installation and Computerization

The Preliminary Ten-Year Capital Strategy provides \$1.1 billion for signal installation and computerization.

#### Installation of Pavement Markings

The Preliminary Ten-Year Capital Strategy provides funding of \$170.0 million for the installation of thermoplastic reflectorized pavement markings to be done in conjunction with the Department's in-house resurfacing program.

#### Highway and Bridge Related Work

The Preliminary Ten-Year Capital Strategy provides \$56.6 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 \$52.3 million for parking meters and facilities.

#### Communications, Surveillance and other Equipment

The Preliminary Ten-Year Capital Strategy provides \$33.9 million for the purchase and installation of electric vehicle charging stations.

#### Installation of Lampposts and Luminaires

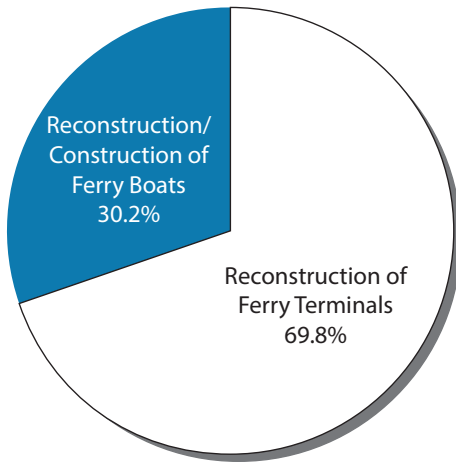
The Preliminary Ten-Year Capital Strategy provides \$13.9 million for the installation of lampposts and luminaires.



# Department of Transportation - Traffic

Project Type: TF	(\$ in 000's)										
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
<b>Communications, Surveillance Equipment</b>											
City	9,725	0	0	8,638	6,259	9,280	0	0	0	0	33,902
<b>Highway Drawdown Program</b>											
City	10,912	1,118	87	3,059	449	5,385	108	1	0	0	21,119
Federal	0	0	0	10	0	1,552	32	0	0	0	1,594
<b>Installation of Lampposts and Luminaires</b>											
City	2,000	3,615	1,711	2,102	372	829	0	0	0	0	10,629
State	2,268	0	0	156	172	0	0	714	0	0	3,310
<b>Parking Meters, Lots and Garages</b>											
City	13	14,111	0	22,329	7,996	1,500	1,557	1,545	1,596	1,649	52,296
<b>Installation of Pavement Markings</b>											
City	0	0	0	0	27,796	26,752	27,460	28,371	29,307	30,274	169,960
<b>Traffic Work in Conjunction with Highway Reconstruction</b>											
City	1,526	21,535	2,709	1,871	0	7	1,465	1,241	1,282	1,324	32,960
Federal	0	0	0	0	0	0	1,000	0	0	0	1,000
<b>Signal Installation and Computerization</b>											
City	76,798	26,564	10,258	13,104	148,399	129,712	206,442	158,511	163,743	169,147	1,102,678
Federal	269	0	370	0	0	0	0	1,159	0	0	1,798
State	25,381	4,320	4,320	4,320	0	0	250	0	0	0	38,591
<b>Project Type Total by Source of Funds</b>											
City	100,974	66,943	14,765	51,103	191,271	173,465	237,032	189,669	195,928	202,394	1,423,544
Federal	269	0	370	10	0	1,552	1,032	1,159	0	0	4,392
State	27,649	4,320	4,320	4,476	172	0	250	714	0	0	41,901
<b>Project Type Total</b>											
All Funds	128,892	71,263	19,455	55,589	191,443	175,017	238,314	191,542	195,928	202,394	1,469,837

## Department of Transportation - Ferries



### Ferries

The Preliminary Ten-Year Capital Strategy for Ferries provides a total of \$653.4 million for the reconstruction, construction, and improvement of various ferry vessels and facilities.

	(in millions)
• Reconstruction of Ferry Terminals	\$456.1
• Reconstruction/Construction of Ferry Boats	197.3
<b>TOTAL</b>	<b>\$653.4</b>

### Reconstruction of Ferry Terminals

The Preliminary Ten-Year Capital Strategy includes \$456.1 million for the rehabilitation and renovation work to ferry terminal buildings, slips, and racks.

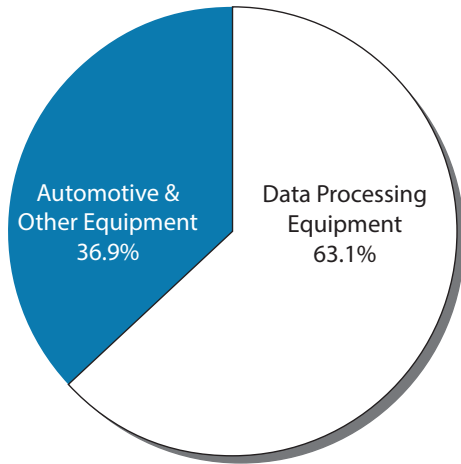
### Reconstruction/Construction of Ferry Boats

The Preliminary Ten-Year Capital Strategy provides \$197.3 million for various projects associated with the Department of Transportation-operated ferry boats.

# Department of Transportation - Ferries

Project Type: FA		(\$ in 000's)										
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
<b>Reconstruction of Ferry Boats</b>												
City		4,910	8,305	4,253	876	11,635	11,255	14,473	36,146	32,349	33,417	157,619
Federal		0	36,931	0	2,416	0	0	0	0	0	0	39,347
State		0	0	0	300	0	0	0	0	0	0	300
<b>Reconstruction of Ferry Terminal Facilities</b>												
City		11,185	25,288	6,065	37,103	24,399	45,299	40,349	57,385	58,654	60,589	366,316
Federal		18,522	62,433	4,999	201	0	0	3,000	0	0	0	89,155
State		0	0	624	20	0	0	0	0	0	0	644
<b>Project Type Total by Source of Funds</b>												
City		16,095	33,593	10,318	37,979	36,034	56,554	54,822	93,531	91,003	94,006	523,935
Federal		18,522	99,364	4,999	2,617	0	0	3,000	0	0	0	128,502
State		0	0	624	320	0	0	0	0	0	0	944
<b>Project Type Total</b>												
All Funds		34,617	132,957	15,941	40,916	36,034	56,554	57,822	93,531	91,003	94,006	653,381

## Department of Transportation - Equipment



### Equipment

The Preliminary Ten-Year Capital Strategy provides \$87.8 million for the purchase of computer equipment for office automation, data processing, engineering support, and vehicles and equipment for DOT field forces.

(in millions)

• Automotive and Other Equipment	\$55.4
• Data Processing Equipment	32.4
<b>TOTAL</b>	<b>\$87.8</b>

# Department of Transportation - Equipment

Project Type: TD		(\$ in 000's)										
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
<b>Data Processing Equipment</b>												
City		3,968	5,976	6,682	6,385	3,148	4,084	7,007	6,447	5,781	5,971	55,449
<b>Automotive and Other Equipment</b>												
City		11,318	7,417	0	0	78	0	2,944	3,418	3,530	3,648	32,353
<b>Project Type Total by Source of Funds</b>												
City		15,286	13,393	6,682	6,385	3,226	4,084	9,951	9,865	9,311	9,619	87,802
<b>Project Type Total</b>												
All Funds		15,286	13,393	6,682	6,385	3,226	4,084	9,951	9,865	9,311	9,619	87,802
<b>Transportation Total</b>												
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
<b>Total by Source of Funds</b>												
City		2,529,856	2,082,331	3,039,851	2,863,036	3,775,637	3,496,740	2,308,700	3,346,914	3,444,107	3,534,225	30,421,397
Federal		183,060	139,457	237,958	106,669	50,239	45,995	20,595	1,159	0	0	785,132
State		90,869	64,551	67,968	55,457	49,232	50,967	50,063	714	0	0	429,821
Private		24,368	3	8,944	5,007	7	0	523	0	0	0	38,852
All Funds		2,828,153	2,286,342	3,354,721	3,030,169	3,875,115	3,593,702	2,379,881	3,348,787	3,444,107	3,534,225	31,675,202

# Transit Authority

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New York City Transit (NYCT) is the largest agency in the Metropolitan Transportation Authority (MTA) regional transportation network. The MTA is the largest regional transit provider in North America and New York City Transit (NYCT) operates the most extensive public transportation system in the country, serving over 1.5 billion subway, bus and paratransit passengers each year, in addition to a 21-station rail system on Staten Island known as MTA Staten Island Railway. NYCT maintains a fleet of 6,459 subway cars, 472 passenger stations in four boroughs, and over 665 miles of subway track. Through 2019, subway ridership was 1.7 billion annually. In addition, NYCT operates a fleet of 4,491 buses on 241 routes on over 2,000 route miles throughout the City. The bus and subway systems operate 24 hours a day, 365 days a year.

Since 1982, NYCT has adopted eight multi-year capital reconstruction programs to restore the system to a state of good repair and normal replacement, with an emphasis on service and a well-maintained fleet. The transit system currently benefits from a twelve-month moving average subway car reliability of 115,454 miles between failures. The five-year 2020-2024 Capital Program, approved by the MTA Board in September 2019 with Board-approved amendments in December 2021, July 2022, and June 2023, includes \$55.4 billion for all MTA agencies, \$34.0 billion of which would be invested in the NYCT core system, and \$5.2 billion of which is for NYCT network expansion. The State 2021 Budget requires the City to contribute \$3.0 billion towards the 2020-2024 Capital Program, concurrent with the State's \$3.0 billion contribution.

The Metropolitan Transportation Authority Bus Company (MTABC) provides local and express bus service on 87 routes to supplement the NYCT system in areas previously served by private bus companies franchised by the City. With a fleet of 1,354 buses, the MTABC serves over 86 million riders per year, operating 24 hours a day, 365 days a year. MTABC's operating costs are subsidized by the City.

## Capital Program Goals

The five-year 2020-2024 MTA Capital Program for NYCT includes subway station rehabilitations, improvements in the subway's signals, communications, track maintenance, and replacement of train cars and buses. The improvements will ensure safety, reliability, and performance by improving infrastructure and facilities. The Capital Program includes the \$3.3 billion purchase of 1,077 new subway cars to replace cars reaching the end of their useful lives and reduce delays while modernizing the customer environment. The Capital Program also includes the purchase of 1,389 new buses for \$1.5 billion. These new buses will replace buses that are approaching the end of their useful lives and introduce 475 buses that feature all-electric propulsion, helping the MTA transition to a full zero-emission bus fleet by 2040. The remaining \$29.1 billion of NYCT core funding is budgeted for system-wide infrastructure and other upgrades.

The 2020-2024 MTA Capital Program for MTABC includes a total of \$715.3 million to replace 784 buses and to upgrade facilities and equipment at MTABC depots.

## Preliminary Ten-Year Capital Strategy

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

# Transit Authority - Transit

Project Type: T		(\$ in 000's)										
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	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	50,000
IFA Trackwork Project for New York City Transit City		35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	350,000
<b>Project Type Total by Source of Funds</b> City		40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	400,000
<b>Project Type Total</b> All Funds		40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	400,000
<b>Transit Authority Total</b>		<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>2033</b>	<b>2034</b>	<b>2035</b>	<b>Total</b>
<b>Total by Source of Funds</b> City		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
State		0	0	0	0	0	0	0	0	0	0	0
Private		0	0	0	0	0	0	0	0	0	0	0
All Funds		40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	400,000

# Department of Environmental Protection

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

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

## Capital Program Goals

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

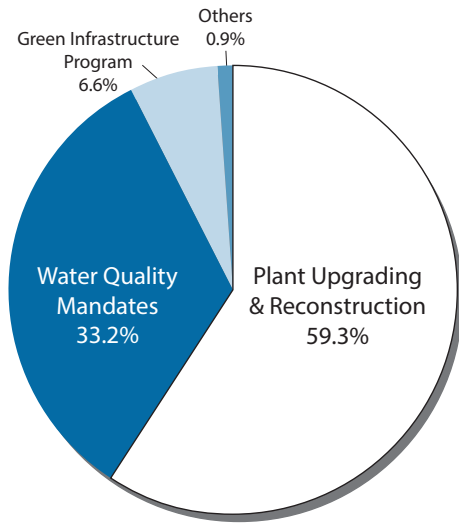
## Preliminary Ten-Year Capital Strategy

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 \$33.3 billion for the DEP programs.

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



# Department of Environmental Protection - Water Pollution Control



## Water Pollution Control

To improve the quality of the City’s waterways and to comply with the mandates imposed by the Clean Water Act, the Preliminary Ten-Year Capital Strategy provides approximately \$14.0 billion towards wastewater treatment programs.

	(in millions)
• Plant Upgrading and Reconstruction	\$8,291.4
• Water Quality Mandates	4,641.7
• Green Infrastructure Program	923.1
• Biological Nutrient Removal	61.1
• Consent Decree Upgrading and Construction	48.5
• Plant Component Stabilization	15.1
<b>TOTAL</b>	<b>\$13,980.9</b>

### Plant Upgrading and Reconstruction

The Preliminary Ten-Year Capital Strategy provides \$8.3 billion for the reconstruction or replacement of components at in-City wastewater resource recovery facilities or related conveyance infrastructure to ensure their continuous and reliable operation. Additionally, \$5.3 billion will fund upgrades and state of good repair work at WRRFs, such as for the rehabilitation of the North River WRRF (\$1.3 billion), the replacement of main sewage pumps at various WRRFs (\$603.5 million), and the Hunts Point WRRF sludge handling equipment (\$493.0 million). In addition, the Department has allocated \$1.0 billion for Job Order Contracts (JOCs) that address small capital improvements, \$688.7 million for wastewater pumping stations across the five boroughs, and \$582.1 million for energy efficiency and resiliency upgrades at WRRFs.

### Water Quality Mandates

The Preliminary Ten-Year Capital Strategy provides \$4.6 billion for the optimization of existing and construction of new traditional sewer overflow controls, such as holding tanks, tunnels, and disinfection facilities, to prevent the release of CSO into harbor waters. This includes \$3.3 billion for the construction of the Newtown Creek CSO storage tunnel and \$557.2 million for the construction of CSO retention tanks at the Gowanus Canal Superfund Site.

### Green Infrastructure Program

The Preliminary Ten-Year Capital Strategy provides \$923.1 million for green infrastructure projects, such as bioswales, infiltration basins, and constructed wetlands, as well as programs for the construction of rainwater capture facilities, such as green roofs and permeable pavement. This includes \$186.3 million for green infrastructure in the Gravesend Bay CSO tributary area.

### Biological Nutrient Removal

The Preliminary Ten-Year Capital Strategy provides \$61.1 million for projects to reduce the amount of nitrogen discharged into surrounding waters from WRRFs.

### Consent Decree Upgrading and Construction

The Preliminary Ten-Year Capital Strategy provides \$48.5 million for projects that will address mandates to reduce residual chlorine released into harbor waters from WRRFs.

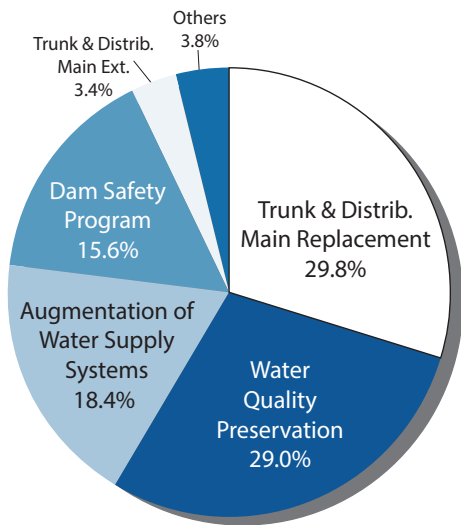
### Plant Component Stabilization

The Preliminary Ten-Year Capital Strategy provides \$15.1 million to stabilize in-City WRRFs that need system-wide reconstruction to ensure their continued compliance with State permit requirements. This includes \$14.9 million for storm mitigation work at the 26<sup>th</sup> Ward WRRF.

# Department of Environmental Protection - Water Pollution Control

Project Type: WP		(\$ in 000's)										
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
<b>Biological Nutrient Removal</b>												
	City	0	0	0	61,099	0	0	0	0	0	0	61,099
<b>Green Infrastructure Program</b>												
	City	265,961	87,487	215,639	9,600	26	129,274	63,250	151,878	0	0	923,115
<b>Consent Decree Upgrading and Construction</b>												
	City	19,722	25,786	2,970	0	0	0	0	0	0	0	48,478
<b>Plant Upgrading and Reconstruction</b>												
	City	1,064,623	786,876	1,254,498	1,249,745	1,138,148	928,757	442,723	470,932	565,367	155,955	8,057,624
	Federal	24,744	69,010	0	0	15,750	124,303	0	0	0	0	233,807
<b>Plant Component Stabilization</b>												
	City	25	506	0	0	350	638	0	101	0	0	1,620
	Federal	0	4,555	0	0	3,150	5,743	0	0	0	0	13,448
<b>Water Quality Mandates</b>												
	City	396,757	785,011	108,811	2,593,180	136,584	20,762	0	598,842	1,764	0	4,641,711
<b>Project Type Total by Source of Funds</b>												
	City	1,747,088	1,685,666	1,581,918	3,913,624	1,275,108	1,079,431	505,973	1,221,753	567,131	155,955	13,733,647
	Federal	24,744	73,565	0	0	18,900	130,046	0	0	0	0	247,255
<b>Project Type Total</b>												
	All Funds	1,771,832	1,759,231	1,581,918	3,913,624	1,294,008	1,209,477	505,973	1,221,753	567,131	155,955	13,980,902

# Department of Environmental Protection - Water Mains, Sources and Treatment



## Water Mains, Sources and Treatment

The Preliminary Ten-Year Capital Strategy provides approximately \$7.0 billion for the protection and upkeep of the City's source water supply and water distribution systems.

(in millions)

• Trunk and Distribution Main Replacement	\$2,093.4
• Water Quality Preservation	2,037.5
• Augmentation of Water Supply Systems	1,293.7
• Dam Safety Program	1,095.3
• Trunk and Distribution Main Extension	238.7
• Filtration Avoidance Determination	90.0
• Extensions to Accommodate New Development	75.1
• Croton Filter Project	40.7
• Bluebelt Program	24.9
• Miscellaneous Improvements Upstate	22.3
• Water for the Future Program	12.6
<b>TOTAL</b>	<b>\$7,024.2</b>

### Trunk and Distribution Main Replacement

The Preliminary Ten-Year Capital Strategy provides \$2.1 billion for the replacement of distribution and trunk mains. This includes \$1.5 billion for various state of good repair projects to replace aging water mains. In addition, \$310.3 million will fund projects in partnership with DOT priority programs, including Vision Zero, Great Streets, and Select Bus Service, and \$176.5 million will allow for contracts for emergency responses leading to immediate reconstruction and rehabilitation of water mains.

### Water Quality Preservation

The Preliminary Ten-Year Capital Strategy provides for improvements to the upstate watershed totaling \$2.0 billion, including \$173.0 million for the reconstruction of the New Croton Dam, \$101.4 million for the inspection and renovation of the Catskill Aqueduct Pressure Tunnels, and \$72.0 million for the rehabilitation of the Catskill Aqueduct between the Kensico and Hillview Reservoirs.

### Augmentation of Water Supply Systems

The Preliminary Ten-Year Capital Strategy provides \$1.3 billion to increase capacity of the existing water main system. This includes \$692.0 million for general in-City water main rehabilitation and installations, as well as \$381.3 million for trunk water main installations supporting City Tunnel No. 2 shutdown and City Tunnel No. 3 Stage 2 activation.

### Dam Safety Program

The Preliminary Ten-Year Capital Strategy provides \$1.1 billion for reconstruction of dams, bridges, and roadways in the Croton, Catskill, and Delaware Watersheds. This includes \$1.0 billion for the rehabilitation of the Ashokan Reservoir and the Olive Bridge Dam.

### Trunk and Distribution Main Extension

The Preliminary Ten-Year Capital Strategy provides \$238.7 million for the extension of distribution and trunk mains.

## Department of Environmental Protection - Water Mains, Sources and Treatment

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### **Filtration Avoidance Determination**

The Preliminary Ten-Year Capital Strategy provides \$90.0 million for the continuation of various Filtration Avoidance Determination (FAD) measures in the upstate watershed, including \$67.0 million for land acquisition and \$5.4 million for stormwater management.

### **Extensions to Accommodate New Development**

The Preliminary Ten-Year Capital Strategy provides \$75.1 million to continue the program to construct additional segments or extensions of water mains into underserved areas.

### **Croton Filter Project**

The Preliminary Ten-Year Capital Strategy provides \$40.7 million to complete a filtration plant for the Croton Water Supply System, which commenced operation in 2015.

### **Bluebelt Program**

The Preliminary Ten-Year Capital Strategy provides \$24.9 million for water main projects associated with the Bluebelt Program, a cost-effective stormwater management system that connects natural drainage corridors, such as streams and wetlands, to conventional storm sewers to reduce local flooding.

### **Miscellaneous Improvements Upstate**

The Preliminary Ten-Year Capital Strategy provides \$22.3 million for various projects in the City's upstate watersheds.

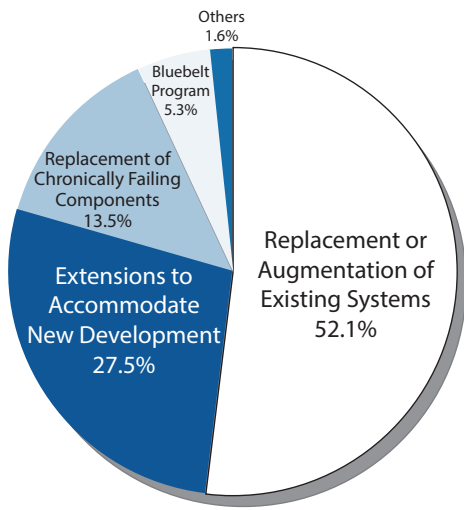
### **Water for the Future**

The Preliminary Ten-Year Capital Strategy provides \$12.6 million to fund projects associated with the repair and temporary shutdown of the Delaware Aqueduct to address leakage.

# Department of Environmental Protection - Water Mains, Sources and Treatment

Project Type: WM	(\$ in 000's)										
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
<b>Augmentation of Water Supply Systems</b>											
City	238,737	107,149	136,086	9,604	95,457	54,322	75,070	109,968	12,532	403,160	1,242,085
Private	51,593	0	0	0	0	0	0	0	0	0	51,593
<b>Bluebelt Program</b>											
City	0	20,155	0	0	0	0	4,756	0	0	0	24,911
<b>Croton Filter Project</b>											
City	12,629	4,991	0	0	0	23,039	0	0	0	0	40,659
<b>Dam Safety Program</b>											
City	9,000	226,300	48,641	358,052	0	24,300	10,000	190,000	229,000	0	1,095,293
<b>Extensions</b>											
City	0	49,570	24,000	0	0	0	0	1,543	0	0	75,113
<b>Filtration Avoidance Determination</b>											
City	21,536	10,851	20,652	6,500	6,500	6,000	6,000	6,000	6,000	0	90,039
<b>Miscellaneous Improvements Upstate</b>											
City	0	22,305	0	0	0	0	0	0	0	0	22,305
<b>Trunk and Distribution Main Extension</b>											
City	248	0	39,605	0	2,034	4,904	0	16,809	175,135	0	238,735
<b>Trunk and Distribution Main Replacement</b>											
City	228,348	230,371	50,359	174,028	290,278	124,515	331,820	69,976	371,982	204,346	2,076,023
Private	17,329	0	0	0	0	0	0	0	0	0	17,329
<b>Water For The Future</b>											
City	0	2,000	0	0	0	0	0	0	10,593	0	12,593
<b>Water Quality Preservation</b>											
City	278,831	104,498	262,675	191,320	292,500	140,700	251,811	86,700	161,214	142,224	1,912,473
State	55,800	0	0	36,000	0	33,200	0	0	0	0	125,000
<b>Project Type Total by Source of Funds</b>											
City	789,329	778,190	582,018	739,504	686,769	377,780	679,457	480,996	966,456	749,730	6,830,229
State	55,800	0	0	36,000	0	33,200	0	0	0	0	125,000
Private	68,922	0	0	0	0	0	0	0	0	0	68,922
<b>Project Type Total</b>											
All Funds	914,051	778,190	582,018	775,504	686,769	410,980	679,457	480,996	966,456	749,730	7,024,151

## Department of Environmental Protection - Sewers



### Sewers

The Preliminary Ten-Year Capital Strategy provides \$8.9 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	\$4,662.5
• Extensions to Accommodate New Development	2,457.3
• Replacement of Chronically Failing Components	1,204.0
• Bluebelt Program	475.3
• Programmatic Replacement and Reconstruction	104.1
• Trunk and Distribution Main Replacement	40.8
<b>TOTAL</b>	<b>\$8,944.0</b>

### Replacement or Augmentation of Existing Systems

The Preliminary Ten-Year Capital Strategy provides \$4.7 billion to increase capacity of the existing system. This includes \$872.9 million for the buildout of sewers in Southeast Queens to mitigate flooding in the area and \$1.7 billion for various state of good repair upgrades to sewers, Citywide.

### Extensions to Accommodate New Development

The Preliminary Ten-Year Capital Strategy provides \$2.5 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 \$1.2 billion for the replacement of malfunctioning or collapsed cement pipe combined sewers, including \$802.9 million to fund emergency sewer work across the City and \$49.0 million to fund the Staten Island Seawall Project.

### Bluebelt Program

The Preliminary Ten-Year Capital Strategy provides \$475.3 million for a comprehensive stormwater management plan that reduces local flooding. This includes \$137.1 million for cloudburst initiatives projects, Citywide.

### Programmatic Replacement and Reconstruction

The Preliminary Ten-Year Capital Strategy provides \$104.1 million for the construction of storm sewers to alleviate flooding.

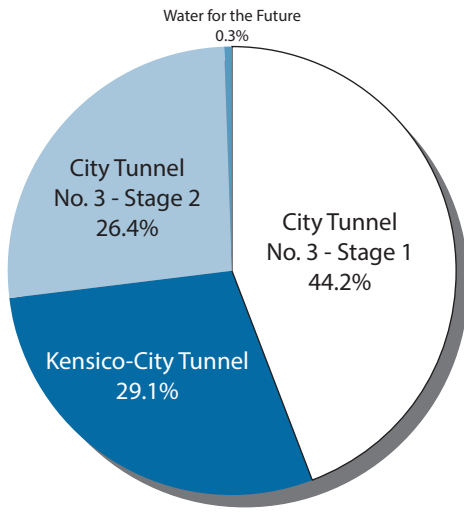
### Trunk and Distribution Main Replacement

The Preliminary Ten-Year Capital Strategy provides \$40.8 million for the replacement and reconstruction of trunk sewers throughout the City.

# Department of Environmental Protection - Sewers

Project Type: SE		(\$ in 000's)										
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
<b>Replacement or Augmentation of Existing Systems</b>												
City		418,721	548,831	662,760	57,302	587,392	170,763	596,743	961,456	359,699	297,706	4,661,373
Federal		800	0	0	0	0	0	0	0	0	0	800
Private		402	0	0	0	0	0	0	0	0	0	402
<b>Bluebelt Program</b>												
City		106,588	176,341	54,649	6,500	68,285	15,000	19,828	0	0	0	447,191
Federal		28,091	0	0	0	0	0	0	0	0	0	28,091
<b>Extensions to Accommodate New Development</b>												
City		20,140	16,370	114,903	15,553	108,517	256,270	172,561	435,239	428,142	889,483	2,457,178
Private		76	0	0	0	0	0	0	0	0	0	76
<b>Programmatic Replacement and Reconstruction</b>												
City		1,353	0	637	0	0	0	0	2,089	50,000	50,000	104,079
<b>Replacement of Chronically Failing Components</b>												
City		142,708	48,016	121,491	19,913	173,242	193,924	119,349	63,830	155,763	165,759	1,203,995
<b>Trunk and Distribution Main Replacement</b>												
City		3,223	8,405	8,000	0	17,021	4,182	0	0	0	0	40,831
<b>Project Type Total by Source of Funds</b>												
City		692,733	797,963	962,440	99,268	954,457	640,139	908,481	1,462,614	993,604	1,402,948	8,914,647
Federal		28,891	0	0	0	0	0	0	0	0	0	28,891
Private		478	0	0	0	0	0	0	0	0	0	478
<b>Project Type Total</b>												
All Funds		722,102	797,963	962,440	99,268	954,457	640,139	908,481	1,462,614	993,604	1,402,948	8,944,016

# Department of Environmental Protection - Water Supply



## Water Supply

The Preliminary Ten-Year Capital Strategy provides \$2.2 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)
• City Tunnel No. 3 - Stage 1	\$957.3
• Kensico-City Tunnel	631.1
• City Tunnel No. 3 - Stage 2	572.2
• Water for the Future	5.6
<b>TOTAL</b>	<b>\$2,166.2</b>

### City Tunnel No. 3 - Stage 1

The Preliminary Ten-Year Capital Strategy provides \$957.3 million for the rehabilitation of equipment at the Hillview Reservoir.

### Kensico-City Tunnel

The Preliminary Ten-Year Capital Strategy provides \$631.1 million 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 2

The Preliminary Ten-Year Capital Strategy provides \$572.2 million to complete construction of City Tunnel No. 3 - Stage 2. Completion of the final section of Stage 2, which runs through Brooklyn and Queens, will provide the ability to bypass City Tunnels No. 1 and 2 and allow for inspection and any needed repairs for the first time since they were put into operation.

### Water for the Future

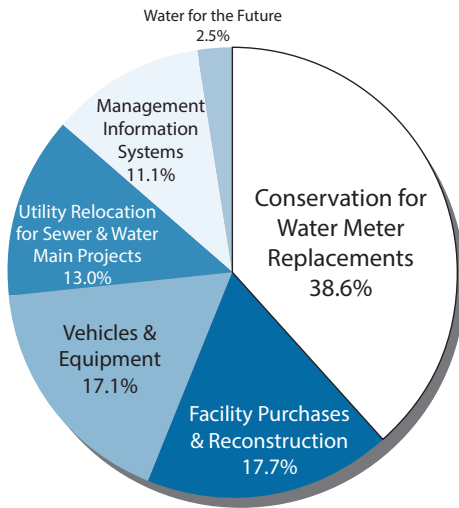
The Preliminary Ten-Year Capital Strategy provides \$5.6 million to fund projects associated with the rehabilitation of the Delaware Aqueduct. These projects will augment the City’s water supply during the temporary shutdown required for repairs and the connection of a bypass tunnel that will circumvent significant leaks.



# Department of Environmental Protection - Water Supply

Project Type: W	(\$ in 000's)										Total
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	
<b>Kensico-City Tunnel</b>											
City	75,000	0	556,146	0	0	0	0	0	0	0	631,146
<b>City Tunnel No. 3, Stage 1</b>											
City	50,000	0	3,000	249,777	0	0	33,000	0	162,000	459,506	957,283
<b>City Tunnel No. 3, Stage 2</b>											
City	71,070	384,390	15,227	1,500	25,000	25,000	25,000	25,000	0	0	572,187
<b>Water For The Future</b>											
City	5,626	0	0	0	0	0	0	0	0	0	5,626
<b>Project Type Total by Source of Funds</b>											
City	201,696	384,390	574,373	251,277	25,000	25,000	58,000	25,000	162,000	459,506	2,166,242
<b>Project Type Total</b>											
All Funds	201,696	384,390	574,373	251,277	25,000	25,000	58,000	25,000	162,000	459,506	2,166,242

## Department of Environmental Protection - Equipment



### Equipment & Miscellaneous Programs

The Preliminary Ten-Year Capital Strategy provides \$1.2 billion 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)

• Conservation for Water Meter Replacements	\$447.5
• Facility Purchases and Reconstruction	204.7
• Vehicles and Equipment	198.4
• Utility Relocation for Sewer and Water Main Projects	150.9
• Management Information Systems	128.7
• Water for the Future	29.2
<b>TOTAL</b>	<b>\$1,159.4</b>

### Conservation for Water Meter Replacements

The Preliminary Ten-Year Capital Strategy provides \$447.5 million for the installation and replacement of water meters in residential and commercial properties.

### Facility Purchases and Reconstruction

The Preliminary Ten-Year Capital Strategy provides \$204.7 million for the reconstruction and rehabilitation of various water and sewer field operations facilities and DEP administrative offices.

### Vehicles and Equipment

The Preliminary Ten-Year Capital Strategy provides \$198.4 million for the systematic replacement of vehicles and equipment used for water and sewer field operations, plant maintenance, upstate maintenance, and customer service operations.

### Utility Relocation for Sewer and Water Main Projects

The Preliminary Ten-Year Capital Strategy provides \$150.9 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 \$128.7 million for agency-wide improvements in DEP's management information systems, including \$116.9 million for the installation of a new centralized security system.

### Water for the Future

The Preliminary Ten-Year Capital Strategy provides \$29.2 million for additional water conservation measures in preparation for the repair and temporary shutdown of the Delaware Aqueduct.

# Department of Environmental Protection - Equipment

Project Type: EP		(\$ in 000's)										
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
<b>Conservation for Water Meter Replacements</b>												
City		81,377	47,059	49,717	18,800	12,800	58,646	107,887	33,943	34,156	3,095	447,480
<b>Management Information Systems</b>												
City		14,868	4,125	7,726	0	52,000	20,000	30,000	0	0	0	128,719
<b>Facility Purchases and Reconstruction</b>												
City		149,311	18,299	20,393	4,819	2,000	2,500	2,000	2,100	3,283	0	204,705
<b>Utility Relocation for SE and WM Projects</b>												
City		12,829	9,361	4,129	0	14,776	4,525	4,129	4,129	8,258	88,748	150,884
<b>Vehicles and Equipment</b>												
City		31,500	10,015	30,551	32,522	929	12,859	50,000	10,000	10,000	10,000	198,376
<b>Water for the Future</b>												
City		29,255	0	0	0	0	0	0	0	0	0	29,255
<b>Project Type Total by Source of Funds</b>												
City		319,140	88,859	112,516	56,141	82,505	98,530	194,016	50,172	55,697	101,843	1,159,419
<b>Project Type Total</b>												
All Funds		319,140	88,859	112,516	56,141	82,505	98,530	194,016	50,172	55,697	101,843	1,159,419
<b>Environmental Protection Total</b>		<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>2033</b>	<b>2034</b>	<b>2035</b>	<b>Total</b>
<b>Total by Source of Funds</b>												
City		3,749,986	3,735,068	3,813,265	5,059,814	3,023,839	2,220,880	2,345,927	3,240,535	2,744,888	2,869,982	32,804,184
Federal		53,635	73,565	0	0	18,900	130,046	0	0	0	0	276,146
State		55,800	0	0	36,000	0	33,200	0	0	0	0	125,000
Private		69,400	0	0	0	0	0	0	0	0	0	69,400
All Funds		3,928,821	3,808,633	3,813,265	5,095,814	3,042,739	2,384,126	2,345,927	3,240,535	2,744,888	2,869,982	33,274,730

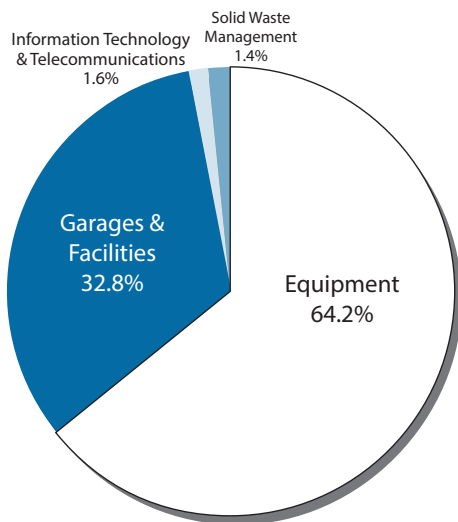
# Department of Sanitation

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

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

## Capital Program Goals

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



## Preliminary Ten-Year Capital Strategy

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

	(in millions)
• Equipment	\$2,027.3
• Garages and Facilities	1,036.3
• Information Technology and Telecommunications	51.4
• Solid Waste Management	42.2
<b>TOTAL</b>	<b>\$3,157.2</b>

## Equipment

The Preliminary Ten-Year Capital Strategy provides \$2.0 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 \$1.0 billion for the construction and reconstruction of garages and other facilities. This includes \$487.4 million for construction of a new Bronx 9/10/11 Garage and \$283.1 million for construction of a new Queens 1 Garage. The Strategy also includes funding for the rehabilitation of existing facilities, which include garages, salt sheds, tents, and repair shops, to address safety and condition issues.

## Information Technology and Telecommunications

The Preliminary Ten-Year Capital Strategy provides \$51.4 million for information technology and telecommunications projects. DSNY's information technology and telecommunications infrastructure is vital to the Department's support and management functions.

## Solid Waste Management

The Preliminary Ten-Year Capital Strategy provides \$42.2 million for Solid Waste Management for construction and reconstruction of marine transfer stations, other solid waste infrastructure, composting sites, and related equipment.

# Department of Sanitation

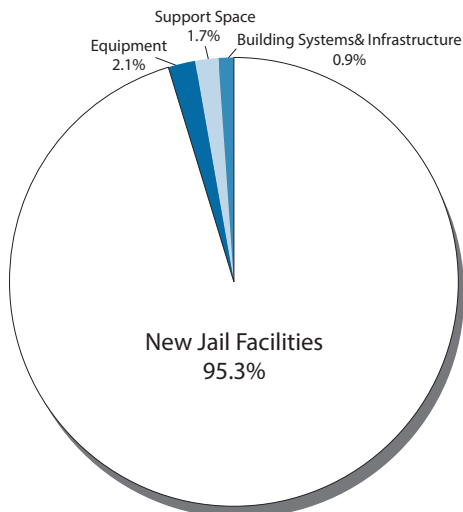
Project Type: S		(\$ in 000's)										
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
<b>Garages and Facilities</b>												
	City	53,992	90,401	54,164	346,469	98,674	215,241	93,742	22,926	23,683	24,464	1,023,756
	Federal	12,478	0	0	0	0	0	0	0	0	0	12,478
<b>Equipment</b>												
	City	221,393	206,868	187,407	236,569	212,699	210,460	180,925	183,960	190,031	196,302	2,026,614
	Federal	711	0	0	0	0	0	0	0	0	0	711
<b>Information Technology and Communications</b>												
	City	2,669	3,942	4,491	8,086	5,284	5,284	5,284	5,283	5,457	5,637	51,417
<b>Solid Waste Management</b>												
	City	4,502	7,923	3,224	3,224	3,224	3,224	3,224	4,399	4,544	4,694	42,182
<b>Project Type Total by Source of Funds</b>												
	City	282,556	309,134	249,286	594,348	319,881	434,209	283,175	216,568	223,715	231,097	3,143,969
	Federal	13,189	0	0	0	0	0	0	0	0	0	13,189
<b>Project Type Total</b>												
	All Funds	295,745	309,134	249,286	594,348	319,881	434,209	283,175	216,568	223,715	231,097	3,157,158

# Department of Correction

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

## Capital Program Goals

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



## Preliminary Ten-Year Capital Strategy

The Preliminary Ten-Year Capital Strategy provides \$11.9 billion to ensure sufficient capacity and support space as well as to upgrade equipment, vehicles, and necessary systems.

	(in millions)
• New Jail Facilities	\$11,367.0
• Equipment	247.2
• Support Space	197.2
• Building Systems and Infrastructure	102.9
<b>TOTAL</b>	<b>\$11,914.3</b>

## New Jail Facilities

The Preliminary Ten-Year Capital Strategy provides \$11.4 billion for the design and construction of new jail facilities.

## Equipment

The Preliminary Ten-Year Capital Strategy provides \$247.2 million for equipment replacement, including \$125.6 million for network and information technology equipment; \$68.2 million for vehicles; \$36.4 million for radio equipment replacement; \$12.8 million for security equipment; and \$4.1 million for other equipment related projects.

## Support Space

The Preliminary Ten-Year Capital Strategy provides \$197.2 million to improve and construct support facilities, including \$196.2 million for a new training academy and \$1.0 million for other support space projects.

## Building Systems and Infrastructure

The Preliminary Ten-Year Capital Strategy provides \$102.9 million for building systems and infrastructure, including \$90.3 million in the miscellaneous project identification; \$7.1 million for the upgrading of steam lines; \$4.2 million for the rehabilitation of the existing marina; and \$1.3 million for the replacement of electrical distribution panels.

# Department of Correction

Project Type: C		(\$ in 000's)										
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
<b>Support Space</b>												
	City	45,000	151,229	1,016	0	0	0	0	0	0	0	197,245
<b>Equipment</b>												
	City	107,839	21,155	23,099	21,702	17,621	15,740	20,000	20,000	0	0	247,156
<b>New Jail Facilities</b>												
	City	2,554,572	2,081,108	3,679,849	1,943,386	1,108,095	0	0	0	0	0	11,367,010
<b>Building Systems and Infrastructure</b>												
	City	11,329	0	0	1,329	0	0	0	90,250	0	0	102,908
<b>Project Type Total by Source of Funds</b>												
	City	2,718,740	2,253,492	3,703,964	1,966,417	1,125,716	15,740	20,000	110,250	0	0	11,914,319
<b>Project Type Total</b>												
	All Funds	2,718,740	2,253,492	3,703,964	1,966,417	1,125,716	15,740	20,000	110,250	0	0	11,914,319

# Police Department

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

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

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

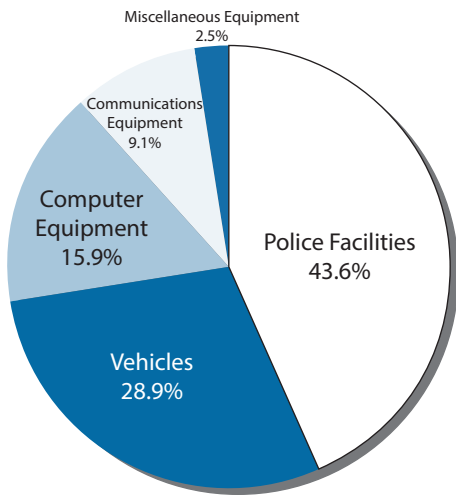
In order to properly carry out operations, the Police Department occupies over 200 facilities including precincts, Transit Districts, Police Service Areas, highway units, anti-crime units, mounted troops, aviation unit, administrative buildings, training, and storage facilities.

## **Capital Program Goals**

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



# Police Department



## Preliminary Ten-Year Capital Strategy

The Preliminary Ten-Year Capital Strategy provides \$1.3 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	\$546.7
• Vehicles	362.2
• Computer Equipment	199.6
• Communications Equipment	114.9
• Miscellaneous Equipment	30.9
<b>TOTAL</b>	<b>\$1,254.3</b>

### Police Facilities

The Preliminary Ten-Year Capital Strategy includes \$546.7 million for general renovations of police facilities, \$201.0 million for the renovation of the Rodman’s Neck Firearms Training Facility, \$55.7 million for Americans with Disabilities Act (ADA) compliance renovations at NYPD precincts, and \$14.8 million for the renovation of the 13<sup>th</sup> precinct.

### Vehicles

The Department will replace operational and support vehicles, including \$88.8 million for medium tow trucks, \$59.8 million for twelve-passenger vans, \$47.8 million for light twin engine helicopters, \$28.7 million for radio emergency patrol trucks, and \$137.1 million for other vehicles.

### Computer Equipment

The Department will replace and upgrade computer equipment, including \$68.1 million to upgrade the NYPD fiber network infrastructure, \$7.7 million for arrest data processing, \$4.5 million for data center refresh, and \$119.3 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 \$28.1 million for radio systems, \$27.1 million for the replacement of portable radios, \$21.0 million for core radio infrastructure upgrades, and \$38.7 million for other communications equipment.

### Miscellaneous Equipment

The Preliminary Ten-Year Capital Strategy also provides \$30.9 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)										
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
<b>Communications Equipment</b>												
	City	32,347	2,574	0	5,524	9,078	12,743	11,310	11,310	15,000	15,000	114,886
<b>Computer Equipment</b>												
	City	28,026	0	925	24,618	20,447	21,887	32,173	29,484	19,000	23,000	199,560
<b>Miscellaneous Equipment</b>												
	City	2,062	823	674	7,075	11,658	4,352	2,406	178	600	1,100	30,928
<b>Police Facilities</b>												
	City	173,742	153,645	60,279	30,402	31,884	1,533	11,592	13,653	26,986	35,000	538,716
	Federal	5,546	0	0	0	0	0	2,430	0	0	0	7,976
<b>Vehicles</b>												
	City	6,339	0	100	63,208	46,269	39,108	46,700	61,101	49,945	49,390	362,160
<b>Project Type Total by Source of Funds</b>												
	City	242,516	157,042	61,978	130,827	119,336	79,623	104,181	115,726	111,531	123,490	1,246,250
	Federal	5,546	0	0	0	0	0	2,430	0	0	0	7,976
<b>Project Type Total</b>												
	All Funds	248,062	157,042	61,978	130,827	119,336	79,623	106,611	115,726	111,531	123,490	1,254,226

# Courts

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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 \$2.8 billion to renovate and upgrade court facilities in all five boroughs.

(in millions)

• Construction/Renovation of Court Facilities	\$2,752.3
<b>TOTAL</b>	<b>\$2,752.3</b>

## Construction/Renovation of Court Facilities

The Preliminary Ten-Year Capital Strategy provides \$2.8 billion for citywide renovation and improvements to court facilities. This includes \$2.2 billion for infrastructure and operational improvements; \$232.1 million for fire/life safety work; \$211.1 million for exterior renovations; \$48.5 million for HVAC improvements; and \$42.4 million for elevator upgrades.

# Courts

Project Type: CO		(\$ in 000's)										
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
<b>Construction of New Court Facilities</b>												
City		178,357	0	0	6,754	0	0	0	0	0	0	185,111
<b>Reconstruction/Renovation of Court Facilities</b>												
City		53,961	155,933	107,447	497,572	349,139	305,600	277,538	259,053	267,602	276,433	2,550,278
State		445	0	15,175	0	0	0	1,300	0	0	0	16,920
<b>Project Type Total by Source of Funds</b>												
City		232,318	155,933	107,447	504,326	349,139	305,600	277,538	259,053	267,602	276,433	2,735,389
State		445	0	15,175	0	0	0	1,300	0	0	0	16,920
<b>Project Type Total</b>												
All Funds		232,763	155,933	122,622	504,326	349,139	305,600	278,838	259,053	267,602	276,433	2,752,309

# Fire Department

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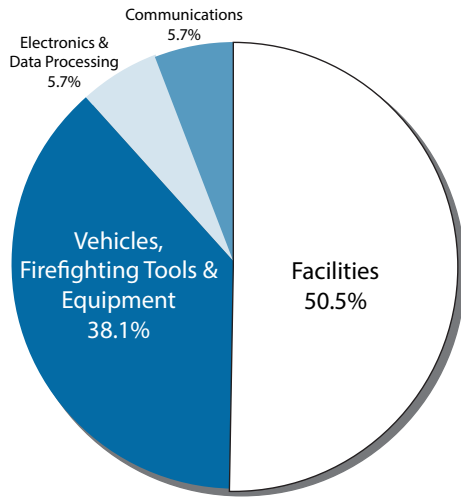
The Fire Department is responsible for protecting the lives and property of the citizens and visitors of New York City while responding to fire, medical and other emergencies, and investigating building hazards. The Fire Department extinguishes fires, promotes fire prevention awareness, investigates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

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

## **Capital Program Goals**

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

# Fire Department



## Preliminary Ten-Year Capital Strategy

The Preliminary Ten-Year Capital Strategy provides \$1.8 billion for the acquisition of emergency vehicles and firefighting equipment, the construction and rehabilitation of facilities, and communication and computer systems to maintain fire-fighting capability and to provide emergency medical assistance.

	(in millions)
• Facilities	\$894.0
• Vehicles, Firefighting Tools and Equipment	673.5
• Electronics and Data Processing	100.6
• Communications	100.4
<b>TOTAL</b>	<b>\$1,768.5</b>

### Facilities

The Preliminary Ten-Year Capital Strategy includes \$695.9 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 \$128.9 million for the design and construction of new FDNY facilities including EMS Station 17, located in the borough of the Bronx; Engine Company 268, located in the borough of Queens; and EMS Station 7, located in the borough of Manhattan. The Preliminary Ten-Year Capital Strategy further includes \$69.1 million for design and construction to renovate and expand EMS Station 58, located in the borough of Brooklyn, and reconstruct the Marine 9 Station wave attenuator, located in the borough of Staten Island, and Marine 1 Station wave attenuator, located in borough of Manhattan.

### Vehicles, Firefighting Tools, and Equipment

The Department is mandated to procure front-line vehicles on a predetermined replacement cycle. The Preliminary Ten-Year Capital Strategy provides \$673.5 million for both mandated and support vehicle replacement and necessary fire-fighting tools and equipment.

### Electronic Data Processing

The Preliminary Ten-Year Capital Strategy provides \$77.6 million for the replacement/upgrade of equipment components that are approaching the end of useful life, \$13.0 million for the upgrade of the 911 communications system infrastructure, and \$10.0 million for upgrades to other systems and applications.

### Communications

The Preliminary Ten-Year Capital Strategy provides \$79.4 million for radio and telecommunication equipment upgrades and \$21.0 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.

# Fire Department

Project Type: F		(\$ in 000's)										
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
<b>Communications</b>												
	City	11,706	500	2,333	10,702	6,000	6,245	12,500	18,738	5,000	5,000	78,724
	Federal	21,673	0	0	0	0	0	0	0	0	0	21,673
<b>Electronics and Data Processing</b>												
	City	9,360	6,242	6,965	8,662	17,000	13,382	11,000	12,000	10,000	6,000	100,611
<b>New Facilities and Renovations</b>												
	City	205,687	134,419	79,344	142,410	137,863	75,720	54,200	32,300	20,000	12,000	893,943
<b>Vehicles, Firefighting Tools and Equipment</b>												
	City	37,226	48,950	46,236	68,322	31,941	82,869	56,160	73,365	105,904	122,554	673,527
<b>Project Type Total by Source of Funds</b>												
	City	263,979	190,111	134,878	230,096	192,804	178,216	133,860	136,403	140,904	145,554	1,746,805
	Federal	21,673	0	0	0	0	0	0	0	0	0	21,673
<b>Project Type Total</b>												
	All Funds	285,652	190,111	134,878	230,096	192,804	178,216	133,860	136,403	140,904	145,554	1,768,478

# Department of Education

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The New York City public school system, with more than 1,400 public school buildings and support facilities (including City-owned space and leased facilities), will serve approximately one million pupils in the 2024-2025 school year. This vast operation has a complex mandate: to impart basic educational skills and vocational training; to provide pupils with meals, health services, and recreation; to provide special educational services to students with disabilities; and to function as a focal point in the City's neighborhoods.

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

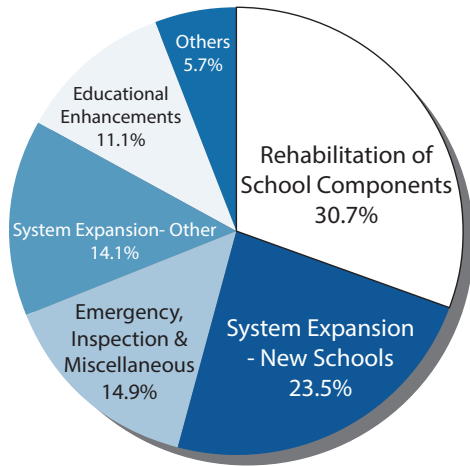
The capital program's primary objectives are to improve and enhance the existing school buildings and provide additional capacity where there is an identified need.

## Capital Program Goals

- To reduce class size ensuring compliance with state mandates;
- To expand capacity by building new schools;
- To restore existing school buildings to a state of good repair and maintain facilities;
- To relieve overcrowding;
- To guarantee safety and security within schools in order to provide a safe learning environment;
- To provide state-of-the-art technology;
- To increase access to school buildings for students with mobility impairments and other physical disabilities;
- To continue the removal of all of the Transportable Classroom Units (TCUs) across the City;
- To enhance environmental educational opportunities;
- To better the well-being of students by improving the conditions of cafeterias;
- To produce a school system that meets all building and fire code requirements and brings the DOE into compliance with federal, state, and local mandates; and
- To transition NYC schools to reduce carbon footprint and create energy-efficient educational infrastructure.



# Department of Education



## Preliminary Ten-Year Capital Strategy

The Preliminary Ten-Year Capital Strategy provides the Department with a lump-sum allocation of \$23.6 billion to spend on school-related capital projects. Funding is distributed across seven broad categories of capital work in the following manner:

	(in millions)
• Rehabilitation of School Components	\$7,235.0
• System Expansion - New Schools	5,529.6
• Emergency, Inspection, and Miscellaneous	3,512.1
• System Expansion - Other	3,329.1
• Educational Enhancements	2,610.0
• Safety and Security	1,054.3
• Ancillary Facilities - Administration	296.8
<b>TOTAL</b>	<b>\$23,566.9</b>

### Rehabilitation of School Components

The Preliminary Ten-Year Capital Strategy includes \$7.2 billion to rehabilitate, replace, and upgrade building components. The Department will use funds to maintain and improve roofs, parapets, exterior masonry, windows, classrooms, cafeterias, bathrooms, auditoriums, playgrounds, athletic fields, and gymnasiums.

### System Expansion

To address class-size reduction, overcrowding, and projected enrollment growth in public schools, the Preliminary Ten-Year Capital Strategy allocates \$8.8 billion for system expansion, including \$5.5 billion to support the construction of new school buildings and an additional \$3.3 billion is allocated for the build-out of leased space, building additions, site acquisitions, early learn, and new playgrounds.

### Emergency, Inspection and Miscellaneous

The Preliminary Ten-Year Capital Strategy allocates \$3.5 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 includes \$2.6 billion for capital improvements associated with improving learning conditions by funding state-of-the-art technology enhancements, upgrades to dynamic and innovative learning spaces, and other necessary improvements.

### Safety and Security

The Preliminary Ten-Year Capital Strategy includes \$1.1 billion for security systems, emergency lighting, and code compliance.

### Ancillary Facilities - Administration

The Preliminary Ten-Year Capital Strategy includes \$296.8 million for administrative support.

# Department of Education

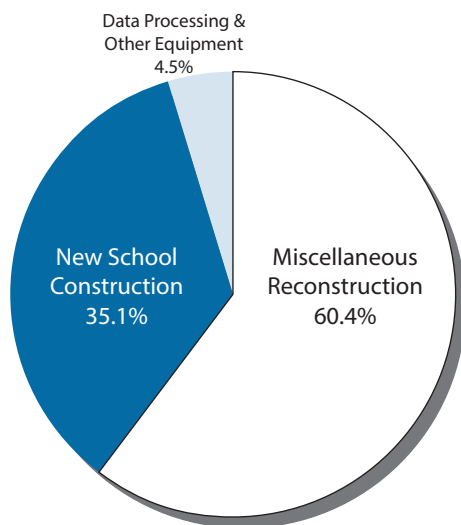
Project Type: E		(\$ in 000's)										
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
<b>Ancillary Facilities (Administration)</b>												
	City	80,000	40,000	40,000	40,000	16,189	16,293	16,693	17,226	14,959	15,452	296,812
<b>Emergency, Inspection and Miscellaneous</b>												
	City	700,580	566,130	467,030	415,780	204,948	206,265	211,335	218,083	256,725	265,197	3,512,073
<b>Educational Enhancements</b>												
	City	551,620	496,000	526,000	527,990	33,069	33,282	34,100	35,189	183,351	189,402	2,610,003
<b>Rehabilitation of School Components</b>												
	City	1,233,590	1,064,050	988,020	1,131,070	475,982	479,041	490,818	506,491	425,947	440,004	7,235,013
<b>Safety and Security</b>												
	City	143,660	74,550	74,550	74,170	152,772	153,755	157,535	162,565	29,871	30,857	1,054,285
<b>System Expansion (New Schools)</b>												
	City	1,050,890	1,304,840	1,067,790	499,860	232,872	234,368	240,129	247,798	320,226	330,793	5,529,566
<b>System Expansion (Other)</b>												
	City	239,660	454,430	836,610	711,130	173,059	174,171	178,452	184,151	185,684	191,811	3,329,158
<b>Project Type Total by Source of Funds</b>												
	City	4,000,000	4,000,000	4,000,000	3,400,000	1,288,891	1,297,175	1,329,062	1,371,503	1,416,763	1,463,516	23,566,910
<b>Project Type Total</b>												
	All Funds	4,000,000	4,000,000	4,000,000	3,400,000	1,288,891	1,297,175	1,329,062	1,371,503	1,416,763	1,463,516	23,566,910

# City University

New York City’s intellectual resources are unmatched by those of any other city in the country. The City University of New York (CUNY), with a 2024 Fall semester enrollment of over 230,000 students, primarily serves City residents; however, it also attracts students from all over the world. Divided into colleges and graduate schools, CUNY facilities are distributed throughout the five boroughs and range in curricula from liberal arts to law and medicine. CUNY operates 25 institutions in the city and is comprised of eleven senior colleges, seven community colleges, an honors college, a school of public health, a graduate school, a graduate school of journalism, a law school, a school of professional studies, and a school of labor and urban studies.

## Capital Program Goals

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



## Preliminary Ten-Year Capital Strategy

The Preliminary Ten-Year Capital Strategy for CUNY totals \$1.3 billion. The City funds its share of the University’s large construction projects through its Preliminary Ten-Year Capital Strategy. The State of New York funds a majority of the work associated with the senior colleges. The community college projects are funded jointly by the City and the State. In some cases, the City also independently funds some senior and community college-related work.

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

	(in millions)
• Miscellaneous Reconstruction	\$805.3
• New School Construction	469.0
• Data Processing and Other Equipment	59.9
<b>TOTAL</b>	<b>\$1,334.2</b>

## Miscellaneous Reconstruction

The Preliminary Ten-Year Capital Strategy provides \$805.3 million for the replacement or rehabilitation of roofs, windows, elevators, replacement/upgrades to building systems, and exterior/interior renovations. Of the total amount, \$54.9 million will support HVAC projects at LaGuardia, Kingsborough, Bronx, and Queensborough Community Colleges. Additionally, \$24.3 million will support the Center 3 infrastructure project at LaGuardia Community College, and \$5.9 million will support Health and safety projects at community colleges.

## New School Construction

The Preliminary Ten-Year Capital Strategy provides \$469.0 million for the construction of new school buildings, including \$441.2 million to support the redevelopment of the Brookdale Campus.

## Data Processing and Other Equipment

The Preliminary Ten-Year Capital Strategy provides \$59.9 million for the purchase of computer, laboratory, and other equipment.

# City University

Project Type: HN		(\$ in 000's)										
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
<b>Data Processing and Other Equipment</b>												
	City	27,208	14,310	17,824	488	117	0	0	0	0	0	59,947
<b>New School Construction</b>												
	City	79,668	57,858	92,856	180,000	50,000	3,800	2,436	2,332	0	0	468,950
<b>Miscellaneous Reconstruction</b>												
	City	158,291	87,473	111,592	21,909	37,054	63,452	76,251	78,791	83,800	86,565	805,178
	State	0	0	0	0	0	129	0	0	0	0	129
<b>Project Type Total by Source of Funds</b>												
	City	265,167	159,641	222,272	202,397	87,171	67,252	78,687	81,123	83,800	86,565	1,334,075
	State	0	0	0	0	0	129	0	0	0	0	129
<b>Project Type Total</b>												
	All Funds	265,167	159,641	222,272	202,397	87,171	67,381	78,687	81,123	83,800	86,565	1,334,204

# Department of Health and Mental Hygiene

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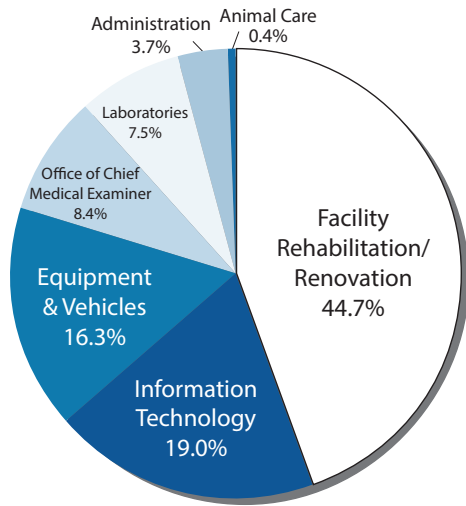
The Department of Health and Mental Hygiene (DOHMH) is an integral component of public safety by preserving core public health infrastructure and protecting New Yorkers from existing and emerging threats, both natural and human-made. DOHMH currently maintains public health facilities in all five boroughs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

	(in millions)
• Facility Rehabilitation/Renovation	\$255.7
• Information Technology	108.9
• Equipment and Vehicles	93.2
• Office of Chief Medical Examiner	47.9
• Laboratories	42.6
• Administration	21.2
• Animal Care	2.4
<b>TOTAL</b>	<b>\$571.9</b>

### Laboratories and Public Health Facilities

The Preliminary Ten-Year Capital Strategy provides \$255.7 million for the renovation of various City-owned public health facilities. Funding of \$42.6 million is provided for laboratory improvement and renovation. The Preliminary Ten-Year Capital Strategy reflects a commitment to assessing, maintaining, and improving conditions throughout the agency's facilities portfolio.

### Information Technology and Administration

The Preliminary Ten-Year Capital Strategy provides \$108.9 million to purchase technology to maintain and improve services. The Preliminary Ten-Year Capital Strategy also provides \$21.2 million for costs related to administration.

### Equipment and Vehicles

Funding of \$93.2 million is provided in the Preliminary Ten-Year Capital Strategy for the purchase of equipment and vehicles to maintain and improve public health services.

### Office of Chief Medical Examiner

The Preliminary Ten-Year Capital Strategy provides \$47.9 million for OCME projects, including physical security improvements, IT upgrades, and laboratory equipment.

### Animal Care

Funding of \$2.4 million is provided in the Preliminary Ten-Year Capital Strategy to improve animal welfare. This includes initial outfitting for upgrades to the Brooklyn and Manhattan animal care centers, and other animal welfare investments.

# Department of Health and Mental Hygiene

Project Type: HL		(\$ in 000's)										
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
<b>Administration</b>												
	City	17,238	0	3,970	0	0	0	0	0	0	0	21,208
<b>Animal Care</b>												
	City	1,116	283	1,000	0	0	0	0	0	0	0	2,399
<b>OCME</b>												
	City	9,589	1,252	1,945	6,596	3,623	3,136	3,012	56	9,182	9,485	47,876
<b>Information Technology</b>												
	City	11,486	4,874	2,778	15,782	7,390	20,524	16,910	16,910	0	0	96,654
	State	1,663	603	344	1,951	909	2,526	2,090	2,090	0	0	12,176
<b>Equipment and Vehicles</b>												
	City	54,668	8,998	2,408	8,512	0	2,501	0	1,912	11,890	0	90,889
	State	1,100	0	0	880	0	311	0	0	0	0	2,291
<b>Laboratories</b>												
	City	42,636	0	0	0	0	0	0	0	0	0	42,636
<b>Clinic Renovation and Rehabilitation</b>												
	City	64,012	47,308	24,125	6,077	0	664	15,938	16,008	40,137	41,461	255,730
<b>Project Type Total by Source of Funds</b>												
	City	200,745	62,715	36,226	36,967	11,013	26,825	35,860	34,886	61,209	50,946	557,392
	State	2,763	603	344	2,831	909	2,837	2,090	2,090	0	0	14,467
<b>Project Type Total</b>												
	All Funds	203,508	63,318	36,570	39,798	11,922	29,662	37,950	36,976	61,209	50,946	571,859

# Health + Hospitals

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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 11 acute care hospitals, five long-term care facilities, a certified home health care agency, and over 30 patient care community health centers (Gotham Health), throughout the five boroughs. Through its wholly owned subsidiary, MetroPlus, H+H operates a health plan which has approximately 700,000 Medicaid, Medicare, Child Health Plus, Family Health Plus, HIV Special Needs Plan, and Qualified Health Plan enrollees.

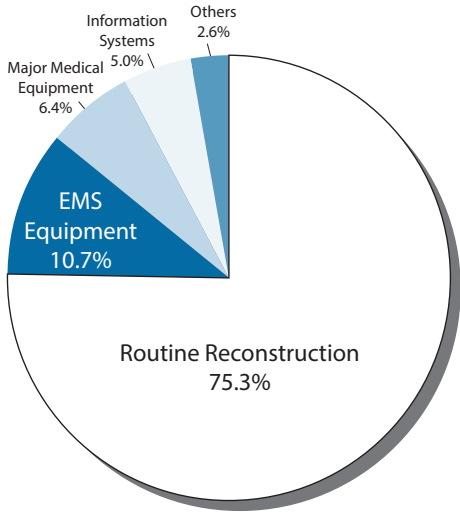
## Capital Program Goals

Health + Hospitals is continuing to modernize many of its hospitals and facilities across the City with \$3.6 billion in the current capital plan. This Preliminary Ten-Year Capital Strategy includes projects to address the following:

- IT Infrastructure and security upgrades & continual adoption of new Electronic Medical Records (EMR) and revenue cycle management features;
- Satisfying regulatory requirements and/or correct code deficiencies such as Local Law 11 façade work, fire alarms and sprinkler systems, and 797/800 pharmacies;
- Rehabilitating building infrastructure and implementing state of good repair/ life safety projects throughout hospitals and facilities to improve safety, patient comfort, and operations;
- Replacement of medical equipment;
- Establishment of primary care clinics in underserved areas;
- Establishment of outposted therapeutic units;
- Replacement of aging ambulance fleet for the FDNY/EMS;
- Progressing toward our decarbonization program goal to achieve 50% emissions reduction by 2030 and 80% emissions by 2050 in alignment with Local law 97 and potentially achieve net zero emissions reduction by 2050; and
- Completing, continuing, and initiating our resiliency projects related to FEMA program across four facilities.



# Health + Hospitals



## Preliminary Ten-Year Capital Strategy

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

	(in millions)
• Routine Reconstruction	\$2,749.0
• Emergency Medical Services Equipment	388.4
• Major Medical Equipment	235.0
• Information Systems	180.8
• New Facilities	90.1
• Major or Partial Hospital Reconstruction	3.5
<b>TOTAL</b>	<b>\$3,646.8</b>

### Routine Reconstruction

The Preliminary Ten-Year Capital Strategy provides \$625.0 million for the reconstruction of Hurricane Sandy related damage and mitigation work. H+H is also making a \$291.2 million investment in the build out of outposted therapeutic units in this plan.

### Emergency Medical Services Equipment

The Preliminary Ten-Year Capital Strategy provides \$388.4 million for the purchase of FDNY/EMS ambulances.

### Major Medical Equipment

The Preliminary Ten-Year Capital Strategy includes \$235.0 million for the purchase of a variety of medical equipment.

### Information Technology Systems

The Preliminary Ten-Year Capital Strategy provides \$180.8 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 cybersecurity and nurse call systems.

### New Facilities

The Preliminary Ten-Year Capital Strategy includes \$90.1 million for the construction of a flood wall at Bellevue Hospital.

### Major of Partial Hospital Reconstruction

The Preliminary Ten-Year Capital Strategy includes \$3.5 million for major or partial hospital reconstruction, including the completion of an Ambulatory Care Pavilion at Queens Hospital Center and the construction of a parking facility at Harlem Hospital.

# Health + Hospitals

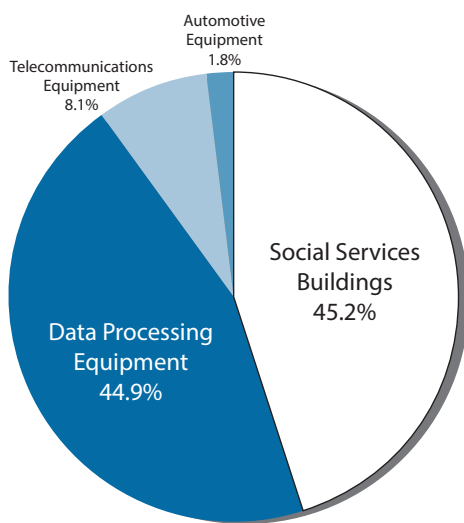
Project Type: HO		(\$ in 000's)										
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
<b>Information Systems</b>												
	City	31,377	34,916	16,791	15,367	4,961	12,039	1,505	18,430	22,720	22,720	180,826
<b>Emergency Medical Services Equipment</b>												
	City	58,724	14,796	40,076	34,816	23,773	23,773	23,773	54,417	56,213	58,068	388,429
<b>Major Medical Equipment</b>												
	City	31,751	16,524	27,770	4,893	46,329	30,142	7,164	13,895	28,240	28,240	234,948
<b>New Facilities</b>												
	City	0	0	70	0	0	0	0	9,000	0	0	9,070
	Federal	0	0	0	0	0	0	0	81,000	0	0	81,000
<b>Major or Partial Hospital Reconstruction</b>												
	City	1,481	1,500	0	494	0	0	29	0	0	0	3,504
<b>Routine Reconstruction</b>												
	City	503,473	191,999	172,608	111,915	166,079	137,172	203,532	219,769	232,717	242,079	2,181,343
	Federal	109,953	174,276	173,706	5,039	0	0	0	104,718	0	0	567,692
<b>Project Type Total by Source of Funds</b>												
	City	626,806	259,735	257,315	167,485	241,142	203,126	236,003	315,511	339,890	351,107	2,998,120
	Federal	109,953	174,276	173,706	5,039	0	0	0	185,718	0	0	648,692
<b>Project Type Total</b>												
	All Funds	736,759	434,011	431,021	172,524	241,142	203,126	236,003	501,229	339,890	351,107	3,646,812

# 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 expanded benefits access. The Strategy includes technological upgrades to HRA offices serving the public, as well as routine upgrades of computers, printers, and server systems to meet the needs of the Department’s many programs and services. Additionally, HRA will continue to maintain, upgrade, and operate its locations throughout New York City.

	(in millions)
• Social Services Buildings	\$156.0
• Data Processing Equipment	155.3
• Telecommunications Equipment	28.0
• Automotive Equipment	6.2
<b>TOTAL</b>	<b>\$345.5</b>

## Social Services Buildings

The Preliminary Ten-Year Capital Strategy provides \$156.0 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 \$155.3 million for maintenance and upgrade of data processing equipment including computer, printers, and software to improve performance, security, and HRA staff productivity.

## Telecommunications Equipment

The Preliminary Ten-Year Capital Strategy provides \$28.0 million to improve connectivity among agency personnel and contract service providers. This includes support systems for expanded mobile benefits access, updates to an extensive network of servers and data storage systems, and routine replacement of workstation equipment.

## Automotive Equipment

The Preliminary Ten-Year Capital Strategy provides \$6.2 million to replace vans and trucks utilized in both programmatic support and agency internal operations.

# Human Resources Administration

Project Type: HR		(\$ in 000's)										
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
<b>Telecommunications Equipment</b>												
City		0	749	0	12,992	0	496	0	4,137	4,344	4,474	27,192
Federal		0	504	0	0	0	0	0	0	0	0	504
State		0	275	0	0	0	0	0	0	0	0	275
<b>Data Processing Equipment</b>												
City		41,835	17,870	19,035	9,910	1,156	8,188	0	2,555	5,362	5,523	111,434
Federal		14,847	3,764	7,374	875	538	560	0	0	0	0	27,958
State		8,141	2,183	4,372	521	321	334	0	0	0	0	15,872
<b>Social Services Buildings</b>												
City		50,353	22,839	16,670	13,793	11,257	6,721	2,874	4,306	0	0	128,813
Federal		7,620	4,909	4,041	1,169	0	0	0	0	0	0	17,739
State		4,376	2,442	1,959	668	0	0	0	0	0	0	9,445
<b>Automotive Equipment</b>												
City		361	386	391	350	364	379	480	456	0	0	3,167
Federal		243	166	236	236	245	255	291	303	0	0	1,975
State		132	91	129	129	134	139	159	165	0	0	1,078
<b>Project Type Total by Source of Funds</b>												
City		92,549	41,844	36,096	37,045	12,777	15,784	3,354	11,454	9,706	9,997	270,606
Federal		22,710	9,343	11,651	2,280	783	815	291	303	0	0	48,176
State		12,649	4,991	6,460	1,318	455	473	159	165	0	0	26,670
<b>Project Type Total</b>												
All Funds		127,908	56,178	54,207	40,643	14,015	17,072	3,804	11,922	9,706	9,997	345,452

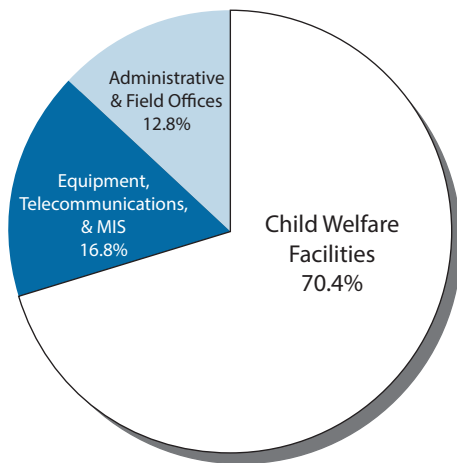
# Administration for Children’s Services

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

The Agency is responsible for 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 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 improve the infrastructure of ACS facilities and to improve the agency’s management information systems. Major projects include the renovation of field offices, upgrades to the agency computer network and data management systems, and renovations for juvenile detention facilities.

	(in millions)
• Child Welfare Facilities	\$272.0
• Equipment, Telecommunications, and MIS	64.8
• Administrative and Field Offices	49.5
<b>TOTAL</b>	<b>\$386.3</b>

## Child Welfare Facilities

The Preliminary Ten-Year Capital Strategy provides \$272.0 million for the renovation of child welfare facilities, including juvenile detention facilities.

## Equipment, Telecommunications, and MIS

The Preliminary Ten-Year Capital Strategy provides \$64.8 million for information technology and telecommunications.

## Administrative and Field Offices

The Preliminary Ten-Year Capital Strategy provides \$49.5 million for the construction and renovation of central and field offices.

# Children's Services

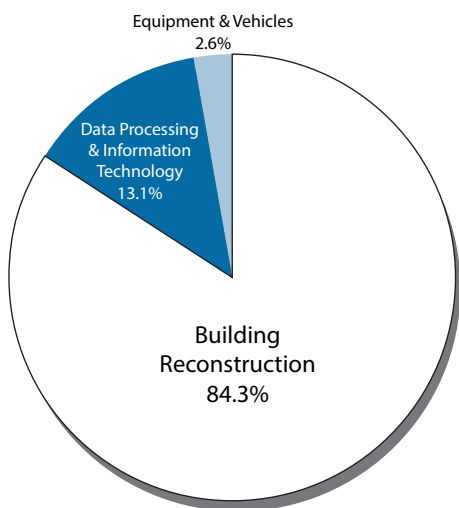
Project Type: CS		(\$ in 000's)										
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
<b>Child Welfare Facilities</b>												
City		84,663	88,135	8,410	17,933	17,743	16,817	13,611	14,860	773	0	262,945
Federal		396	2,275	0	0	0	0	0	0	0	0	2,671
State		946	5,402	0	0	0	0	0	0	0	0	6,348
<b>Equipment</b>												
City		27,676	1,279	68	212	4,591	0	0	0	5,459	0	39,285
Federal		6,048	446	0	0	0	0	0	0	826	0	7,320
State		14,334	981	0	0	0	0	0	0	2,849	0	18,164
<b>Social Service Buildings</b>												
City		281	9,997	0	9,842	1,674	488	0	0	9,118	15,857	47,257
Federal		220	0	0	239	204	0	0	0	0	0	663
State		546	0	0	579	494	0	0	0	0	0	1,619
<b>Project Type Total by Source of Funds</b>												
City		112,620	99,411	8,478	27,987	24,008	17,305	13,611	14,860	15,350	15,857	349,487
Federal		6,664	2,721	0	239	204	0	0	0	826	0	10,654
State		15,826	6,383	0	579	494	0	0	0	2,849	0	26,131
<b>Project Type Total</b>												
All Funds		135,110	108,515	8,478	28,805	24,706	17,305	13,611	14,860	19,025	15,857	386,272

# Department For The Aging

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

## Capital Program Goals

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



## Preliminary Ten-Year Capital Strategy

The Preliminary Ten-Year Capital Strategy totals \$73.9 million. The Department’s primary objectives for senior center improvements include: structural repairs, interior renovations, and improvements to handicapped accessibility. The Department is also committed to ensuring high-speed Internet connections are available at all DFTA-funded senior centers.

	(in millions)
• Building Reconstruction	\$62.3
• Data Processing and Information Technology	9.7
• Equipment and Vehicles	1.9
<b>TOTAL</b>	<b>\$73.9</b>

## Building Reconstruction

The Preliminary Ten-Year Capital Strategy provides \$62.3 million to complete renovations and upgrades for the various senior centers around the City, Aging’s headquarters relocation, and for agency renovation needs. Funds are also provided to ensure the agency’s fire and safety infrastructure meet standards, and that necessary improvements for HVAC, masonry, roofing, electrical, and plumbing are completed.

## Data Processing and Information Technology

The Preliminary Ten-Year Capital Strategy provides \$9.7 million for the technology needs of the agency as well as technology improvements for the agency’s contractors and service providers.

## Equipment and Vehicles

The Preliminary Ten-Year Capital Strategy provides \$1.9 million to provide transportation services for older New Yorkers and food delivery trucks for Senior Centers. Funds are also provided to upgrade telecommunication devices as well as electronic health records system equipment.

# Department for the Aging

Project Type: AG		(\$ in 000's)										
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
<b>Data Processing and Information Technology</b>												
City		1,495	480	4,307	2,981	435	0	0	0	0	0	9,698
<b>Equipment and Vehicles</b>												
City		0	390	126	910	500	0	0	0	0	0	1,926
<b>Department for the Aging Building Reconstruction</b>												
City		27,134	13,946	6,603	4,361	2,522	3,773	1,926	675	697	640	62,277
<b>Project Type Total by Source of Funds</b>												
City		28,629	14,816	11,036	8,252	3,457	3,773	1,926	675	697	640	73,901
<b>Project Type Total</b>												
All Funds		28,629	14,816	11,036	8,252	3,457	3,773	1,926	675	697	640	73,901

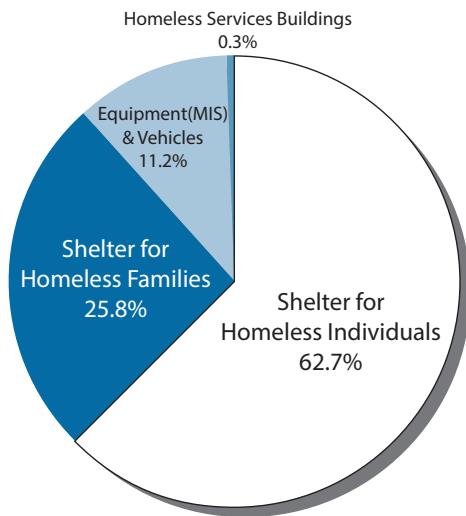


# Department of Homeless Services

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 \$679.1 million, which includes \$601.0 million for transitional housing for homeless individuals and families, and \$76.3 million for IT & Equipment needs.

	(in millions)
• Shelter for Homeless Individuals	\$425.5
• Shelter for Homeless Families	175.5
• Equipment (MIS) and Vehicles	76.3
• Homeless Services Buildings	1.8
<b>TOTAL</b>	<b>\$679.1</b>

## 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 88 percent of funding to the rehabilitation of existing facilities. The major priorities for the agency continue to be fire safety, interior and exterior building rehabilitation, as well as comprehensive power system improvements. Major projects include the exterior and interior upgrades at Bellevue 30th Street, roof replacement at Fort Washington, and electrical improvements at Harlem 1 Men’s Shelter and Regent Family Residence.

## Equipment (MIS)

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

## Purchase of Vehicles

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

# Department of Homeless Services

Project Type: HH		(\$ in 000's)										
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
<b>Shelters for Homeless Individuals</b>												
	City	54,347	81,090	51,156	64,714	33,202	40,057	34,901	26,382	19,730	19,134	424,713
	Federal	825	0	0	0	0	0	0	0	0	0	825
<b>Equipment</b>												
	City	14,096	4,210	1,178	2,837	6,516	2,005	10,848	11,159	11,527	11,907	76,283
<b>Shelters for Homeless Families</b>												
	City	17,339	20,741	20,751	2,756	37,621	19,739	18,845	12,870	13,595	11,233	175,490
<b>Social Services Buildings</b>												
	City	1,500	300	0	0	0	0	0	0	0	0	1,800
<b>Project Type Total by Source of Funds</b>												
	City	87,282	106,341	73,085	70,307	77,339	61,801	64,594	50,411	44,852	42,274	678,286
	Federal	825	0	0	0	0	0	0	0	0	0	825
<b>Project Type Total</b>												
	All Funds	88,107	106,341	73,085	70,307	77,339	61,801	64,594	50,411	44,852	42,274	679,111

# Housing Preservation & Development

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The Department of Housing Preservation and Development (HPD) preserves, upgrades, and assists in the expansion of the City's affordable housing stock. Its primary goals are: to spur the preservation and development of affordable housing through direct investment and the provision of loans, to create opportunities for New Yorkers through housing affordability, to engage New Yorkers to build and sustain neighborhood strength and diversity, and to maintain building and resident health and safety.

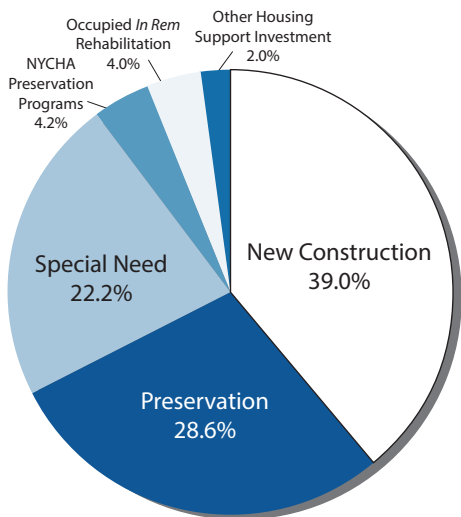
This Preliminary Ten-Year Capital Strategy funds various new construction, preservation, supportive housing, and disposition programs. The City is continuing efforts to promote quality and affordability in the City's existing housing stock, including preserving existing affordable housing while creating long-term affordability and stability for residents. The City also maintains its commitment to provide new housing opportunities, particularly through existing new construction programs. Finally, the Strategy includes funding to support the NYCHA Permanent Affordability Commitment Together (PACT) program.

## Capital Program Goals

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

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

# Housing Preservation & Development



## Preliminary Ten-Year Capital Strategy

The Preliminary Ten-Year Capital Strategy provides \$20.7 billion for HPD in support of its capital program goals from 2026-2035. Of this amount, \$20.3 billion are City funds, while approximately \$400.0 million will be leveraged in Federal funds. Additional funding will be leveraged from the New York City Housing Development Corporation (HDC) and private sources in support of housing plan goals.

	(in millions)
• New Construction	\$8,074.2
• Preservation	5,938.1
• Special Needs	4,612.5
• NYCHA Preservation Programs	874.8
• Occupied <i>In Rem</i> Rehabilitation	824.5
• Other Housing Support Investment	406.7
<b>TOTAL</b>	<b>\$20,730.8</b>

### New Construction

The Preliminary Ten-Year Capital Strategy allocates \$8.1 billion for 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.

### Preservation

The Preliminary Ten-Year Capital Strategy provides \$5.9 billion for preservation projects. Funding will support activities to preserve existing affordable housing stock while creating long-term affordability.

### Special Needs Housing

The Preliminary Ten-Year Capital Strategy provides \$4.6 billion for the construction and preservation of housing for seniors, persons with disabilities, and formerly homeless households throughout the five boroughs.

### NYCHA Preservation Programs

The Preliminary Ten-Year Capital Strategy provides \$874.8 million to support NYCHA’s Permanent Affordability Commitment Together (PACT) program. Through this program, NYCHA will also leverage other private and public financing sources to address its significant outstanding capital need.

### Occupied *In Rem* Rehabilitation

The Preliminary Ten-Year Capital Strategy provides \$824.5 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 \$406.7 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 projects that support the development of housing.

# Housing Preservation & Development

Project Type: HD	(\$ in 000's)										Total
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	
<b>NYCHA Preservation Programs</b>											
City	874,841	0	0	0	0	0	0	0	0	0	874,841
<b>New Housing Construction</b>											
City	1,120,801	702,039	782,788	817,630	736,821	726,841	761,938	782,047	808,154	835,118	8,074,177
<b>Other Housing Support Investment</b>											
City	70,934	81,661	64,039	34,297	24,491	25,110	25,673	26,255	26,824	27,413	406,697
<b>Occupied In Rem Rehabilitation</b>											
City	124,454	83,309	86,561	90,478	78,339	76,182	78,527	19,431	92,113	95,154	824,548
<b>Preservation</b>											
City	491,365	584,483	608,783	643,763	533,697	560,874	580,815	671,194	621,301	641,804	5,938,079
<b>Special Needs Housing</b>											
City	545,473	428,873	400,405	372,101	382,297	383,580	397,478	420,079	433,941	448,261	4,212,488
Federal	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	400,000
<b>Project Type Total by Source of Funds</b>											
City	3,227,868	1,880,365	1,942,576	1,958,269	1,755,645	1,772,587	1,844,431	1,919,006	1,982,333	2,047,750	20,330,830
Federal	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	400,000
<b>Project Type Total</b>											
All Funds	3,267,868	1,920,365	1,982,576	1,998,269	1,795,645	1,812,587	1,884,431	1,959,006	2,022,333	2,087,750	20,730,830

# Housing Authority

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

The New York City Housing Authority owns and operates the nation’s largest public housing program. NYCHA houses over 360,000 residents in over 177,000 apartment units across 335 developments spread throughout the five boroughs through their traditional Public Housing program (Section 9) and the PACT/RAD portfolio. The Authority also operates the Leased Housing (Section 8) Program, which supports approximately 105,000 families and houses over 200,000 residents. Approximately 26,000 private landlords participate in the Section 8 program.

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

### Capital Program Goals

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

### Preliminary Ten-Year Capital Strategy

The Preliminary Ten-Year Capital Strategy provides \$3.8 billion primarily for building exteriors, building systems, and apartment unit upgrades. Major areas of planned work include roof replacement, lead abatement, pest mitigation, elevator rehabilitation, upgrades to heating components, improvements to common areas, and other construction projects.

(in millions)

• Low to Moderate Income Public Housing Upgrade and Replacement	\$3,775.4
<b>TOTAL</b>	<b>\$3,775.4</b>

### Low to Moderate Income Public Housing Upgrade & Replacement

The Preliminary Ten-Year Capital Strategy provides \$3.8 billion for public housing upgrades. Funding will support activities to improve and preserve the existing public housing portfolio across the five boroughs.

# Housing Authority

Project Type: HA		(\$ in 000's)										
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
<b>Low to Moderate Income Public Housing Upgrade</b>												
	City	1,074,909	466,866	180,019	215,422	218,062	341,621	304,299	314,235	324,605	335,317	3,775,355
<b>Project Type Total by Source of Funds</b>												
	City	1,074,909	466,866	180,019	215,422	218,062	341,621	304,299	314,235	324,605	335,317	3,775,355
<b>Project Type Total</b>												
	All Funds	1,074,909	466,866	180,019	215,422	218,062	341,621	304,299	314,235	324,605	335,317	3,775,355

# Department of Small Business Services

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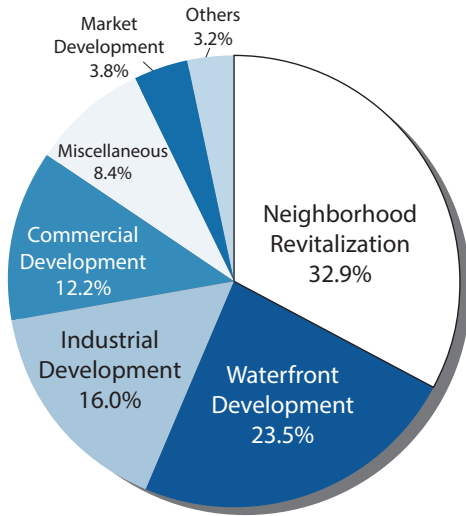
The Department of Small Business Services (SBS) provides business assistance directly to the public and administers other City economic development initiatives. Under contract with SBS, the New York City Economic Development Corporation (NYCEDC) coordinates the City's commercial, industrial, market, 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.



# Department of Small Business Services



## Preliminary Ten-Year Capital Strategy

	(in millions)
• Neighborhood Revitalization	\$1,941.6
• Waterfront Development	1,392.0
• Industrial Development	944.9
• Commercial Development	720.5
• Miscellaneous	494.3
• Market Development	222.5
• Community Development	130.5
• Cultural Development	60.1
<b>TOTAL</b>	<b>\$5,906.4</b>

### 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. The Preliminary Ten-Year Capital Strategy additionally 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, including in areas associated with the Bronx Metro-North rezone.

### Waterfront Development

The Preliminary Ten-Year Capital Strategy supports the City's waterfront assets in recognition of the importance of providing public and commercial transportation while preserving and expanding recreational spaces for the public. The Preliminary Ten-Year Capital Strategy includes funding for infrastructure improvements for NYC Ferry, as well as investments to fortify the City's waterfront assets.

### Industrial Development

NYCEDC markets City-owned real estate to industrial users and works closely with firms to find sites for their expansion and relocation. In support of these efforts, the Preliminary Ten-Year Capital Strategy also includes on-going development of City-owned assets like the Brooklyn Army Terminal and Bush Terminal. The Preliminary Ten-Year Capital Strategy also supports the Brooklyn Navy Yard Development Corporation's infrastructure improvements and asset maintenance. The Brooklyn Navy Yard houses over 500 businesses, generating over 11,000 jobs.

### 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 investment into the life sciences industry.

### Miscellaneous

The Preliminary Ten-Year Capital Strategy allocates resources for various citywide projects, as well as infrastructure support for the Trust for Governors Island (TGI), including the development of the New York Climate Exchange.

### 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

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### **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.

### **Cultural Development**

NYCEDC furthers the City's commitment to preserving its cultural institutions and history. The Preliminary Ten-Year Capital Strategy includes funding to support the archeological survey, preservation, and memorialization of the 126<sup>th</sup> Street Harlem African Burial Ground, as well as investments in various cultural and community centers throughout the City.

# Department of Small Business Services

Project Type: ED		(\$ in 000's)										
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
<b>Commercial Development</b>												
City		63,980	57,196	97,315	66,944	62,333	110,118	63,854	189,975	0	0	711,715
Federal		0	0	0	2,151	0	0	0	692	0	0	2,843
State		0	0	0	1,619	0	2	0	4,339	0	0	5,960
<b>Community Development</b>												
City		9,493	28,032	10,000	37,500	30,000	12,000	0	2,976	0	0	130,001
Federal		0	0	0	0	0	0	0	15	0	0	15
State		0	0	0	0	0	0	0	427	0	0	427
<b>Cultural Development</b>												
City		7,809	7,929	8,620	5,125	15,375	15,250	0	0	0	0	60,108
<b>Industrial Development</b>												
City		118,637	154,555	105,122	149,746	77,811	93,136	63,988	62,037	57,605	59,505	942,142
Federal		2,800	0	0	0	0	0	0	0	0	0	2,800
<b>Market Development</b>												
City		22,981	40,305	36,794	39,986	66,580	7,500	7,500	557	0	0	222,203
Federal		0	0	0	0	0	320	0	0	0	0	320
<b>Miscellaneous</b>												
City		224,154	60,242	69,256	94,606	40,369	0	300	2,845	0	0	491,772
Federal		0	0	0	0	0	0	0	54	0	0	54
State		0	0	0	0	0	0	0	2,506	0	0	2,506
<b>Neighborhood Revitalization</b>												
City		137,146	180,723	189,252	231,718	240,238	88,156	95,869	103,352	278,439	332,393	1,877,286
Federal		6,000	18,135	5,514	10,000	0	10,000	0	12,799	0	0	62,448
State		1,576	0	0	0	0	0	0	270	0	0	1,846
<b>Waterfront Development</b>												
City		130,386	134,493	108,513	235,651	236,636	123,473	140,829	70,858	71,528	73,888	1,326,255
Federal		53,304	2,497	0	0	0	1,918	0	7,325	0	0	65,044
State		0	0	0	0	0	0	0	663	0	0	663
<b>Project Type Total by Source of Funds</b>												
City		714,586	663,475	624,872	861,276	769,342	449,633	372,340	432,600	407,572	465,786	5,761,482
Federal		62,104	20,632	5,514	12,151	0	12,238	0	20,885	0	0	133,524
State		1,576	0	0	1,619	0	2	0	8,205	0	0	11,402
<b>Project Type Total</b>												
All Funds		778,266	684,107	630,386	875,046	769,342	461,873	372,340	461,690	407,572	465,786	5,906,408

# Department of Citywide Administrative Services

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The Department of Citywide Administrative Services (DCAS) is the principal support agency for the City of New York. 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 manages and operates a total of 55 City-owned courts and office buildings, totaling 21 million square feet throughout the City. 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

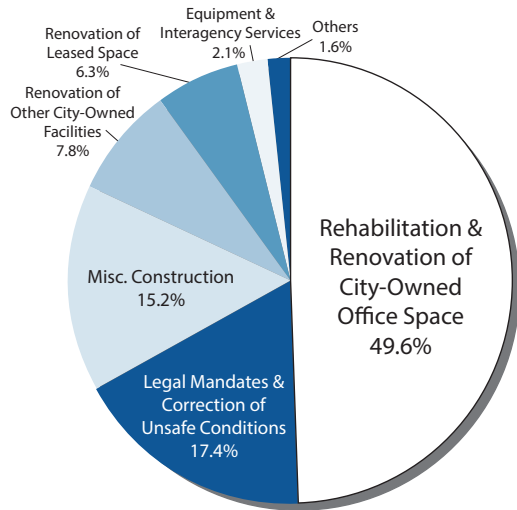
- To rehabilitate and maintain public structures, including piers and bulkheads;
- To reconstruct public buildings;
- To coordinate and enhance citywide space planning;
- To improve the procurement, warehousing, and distribution of goods;
- To increase productivity through advanced technology/information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

## Preliminary Ten-Year Capital Strategy

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

The Preliminary Ten-Year Capital Strategy totals \$2.3 billion, which is allocated between the Public Buildings and the Real Property programs.

# Department of Citywide Administrative Services - Public Buildings



## Public Buildings

(in millions)

• Rehabilitation and Renovation of City-Owned Office Space	\$1,154.1
• Legal Mandates and Correction of Unsafe Conditions	405.7
• Miscellaneous Construction	353.0
• Renovation of Other City-Owned Facilities	181.3
• Renovation of Leased Space	147.8
• Equipment and Interagency Services	48.1
• Acquisition of Real Property	28.7
• Board of Elections Modernization	10.4
<b>TOTAL</b>	<b>\$2,329.1</b>

### Rehabilitation and Renovation of City-Owned Office Space

The Preliminary Ten-Year Capital Strategy provides \$1.2 billion 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 \$140.0 million for the David N. Dinkins Municipal Building, \$54.0 million for the Bergen Building in the Bronx, \$35.0 million for 100 Gold Street in Manhattan, \$9.0 million for the Queens Borough Hall, and \$6.7 million for 10 Richmond Terrace in Staten Island. Funding is also provided for projects at 253 Broadway, Manhattan (\$54.0 million), 280 Broadway, Manhattan (\$48.7 million), and 2556 Bainbridge Avenue, the Bronx (\$30.2 million).

### Legal Mandates and Correction of Unsafe Conditions

The correction of code violations and compliance with legal mandates represents \$405.7 million of the Preliminary Ten-Year Capital Strategy. Legally mandated work will include \$291.0 million for projects that ensure compliance with Local Law 5 (fire and life safety), \$36.7 million for ADA compliance upgrades, \$28.6 million for Local Law 11 façade repairs, and \$6.9 million for fuel tank replacement and remediation, Citywide.

### Miscellaneous Construction

The Preliminary Ten-Year Capital Strategy provides \$353.0 million for construction in other facilities and properties, including \$137.5 million for installation of charging infrastructure for electric vehicles.

### Renovation of Other City-Owned Facilities

The Preliminary Ten-Year Capital Strategy provides \$181.3 million for renovation of other City-owned facilities, including \$149.6 million for the reconstruction of the building at 70 Mulberry Street.

### Renovation of Leased Space

The Preliminary Ten-Year Capital Strategy provides \$147.8 million for leased space renovations. Funding is primarily for agency office consolidations and office space needs when City-owned facilities are not available.

### Equipment and Interagency Services

The Preliminary Ten-Year Capital Strategy provides \$48.1 million for the DCAS information systems infrastructure and miscellaneous equipment, including \$2.5 million for the development of a real estate management system.

### Acquisition of Real Property

The Preliminary Ten-Year Capital Strategy provides \$28.7 million for the acquisition of real property.

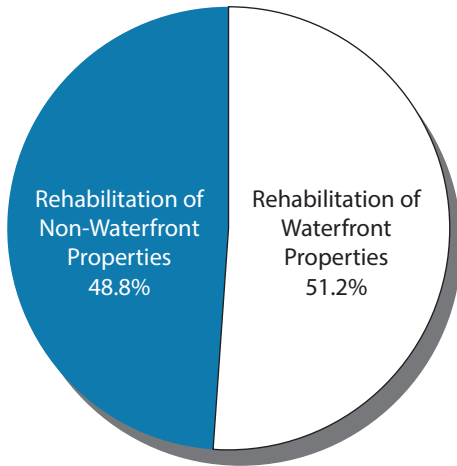
### Board of Elections Modernization

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.

# Department of Citywide Administrative Services - Public Buildings

Project Type: PW	(\$ in 000's)										Total
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	
<b>Acquisition of Real Property</b> City	0	0	600	28,102	0	0	0	0	0	0	28,702
<b>Board of Elections Modernization</b> City	0	0	0	0	0	10,396	0	0	0	0	10,396
<b>Equipment and Interagency Services</b> City	17,889	9,033	3,287	6,935	3,159	7,218	100	480	0	0	48,101
<b>Legal Mandates and Correction of Unsafe Conditions</b> City	7,255	34,986	25,577	97,085	40,208	15,309	129,390	55,943	0	0	405,753
<b>Miscellaneous Construction</b> City	88,748	57,090	30,692	134,356	26,832	2,578	1,050	11,620	0	0	352,966
<b>Rehabilitation of City-Owned Office Space</b> City	96,926	119,540	27,677	335,484	88,359	101,243	92,032	35,176	126,731	130,913	1,154,081
<b>Renovation of Leased Space</b> City	4,459	10,444	11,023	24,241	37,813	43,519	555	15,713	0	0	147,767
<b>Renovation of Other City-Owned Facilities</b> City	62,837	62,273	26,700	25,800	0	0	0	3,769	0	0	181,379
<b>Project Type Total by Source of Funds</b> City	278,114	293,366	125,556	652,003	196,371	180,263	223,127	122,701	126,731	130,913	2,329,145
<b>Project Type Total</b> All Funds	278,114	293,366	125,556	652,003	196,371	180,263	223,127	122,701	126,731	130,913	2,329,145

## Department of Citywide Administrative Services - Real Property



### Real Property

(in millions)

• Rehabilitation of Waterfront Properties	\$6.2
• Rehabilitation of Non-Waterfront Properties	5.9
<b>TOTAL</b>	<b>\$12.1</b>

#### Rehabilitation of Waterfront Properties

The Preliminary Ten-Year Capital Strategy includes \$6.2 million for the reconstruction of waterfront properties.

#### Rehabilitation of Non-Waterfront Properties

The Preliminary Ten-Year Capital Strategy includes \$5.9 million for the reconstruction of non-waterfront properties.

# Department of Citywide Administrative Services - Real Property

Project Type: RE		(\$ in 000's)										
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
Rehabilitation of Non-Waterfront Properties	City	199	1,167	199	878	1,334	1,360	292	489	0	0	5,918
Rehabilitation of Waterfront Properties	City	0	492	741	618	0	0	0	1,066	1,606	1,659	6,182
<b>Project Type Total by Source of Funds</b>												
	City	199	1,659	940	1,496	1,334	1,360	292	1,555	1,606	1,659	12,100
<b>Project Type Total</b>												
	All Funds	199	1,659	940	1,496	1,334	1,360	292	1,555	1,606	1,659	12,100
<b>Citywide Administrative Services Total</b>		<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>2033</b>	<b>2034</b>	<b>2035</b>	<b>Total</b>
<b>Total by Source of Funds</b>												
	City	278,313	295,025	126,496	653,499	197,705	181,623	223,419	124,256	128,337	132,572	2,341,245
	Federal	0	0	0	0	0	0	0	0	0	0	0
	State	0	0	0	0	0	0	0	0	0	0	0
	Private	0	0	0	0	0	0	0	0	0	0	0
	All Funds	278,313	295,025	126,496	653,499	197,705	181,623	223,419	124,256	128,337	132,572	2,341,245



# Public Libraries

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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 four research centers under the New York Research Library), and the Queens Public Library. Each system receives funds from the City as well as State, Federal, and private contributions. The branch libraries provide circulating collections, reference materials, computers, and internet access. These locations also host a range of programs and offerings such as early literacy initiatives, after school services, English for Speakers of Other Languages, teen centers, and one-on-one career and college preparation counseling, among others. The City's three library systems are among the country's largest and busiest.

The Brooklyn Public Library (BPL) oversees a Central Library and 62 branches, including five Adult Learning Centers.

The New York Public Library (NYPL) manages libraries in three boroughs: the Bronx, with 35 branches; Manhattan, with 39 branches; and Staten Island, with 14 branches. In addition, the New York Research Library oversees four research centers: the Stephen A. Schwarzman Building; the New York Public Library for the Performing Arts; the Schomburg Center for Research in Black Culture; and the Thomas Yoseloff Business Center.

The Queens Public Library (QPL) oversees 66 locations, including branch libraries, a Central Library, seven adult learning centers, a technology lab at the Queensbridge public housing complex, a community learning center at the Ravenswood public housing complex, and five teen centers. It also has two bookmobiles and two book bicycles.

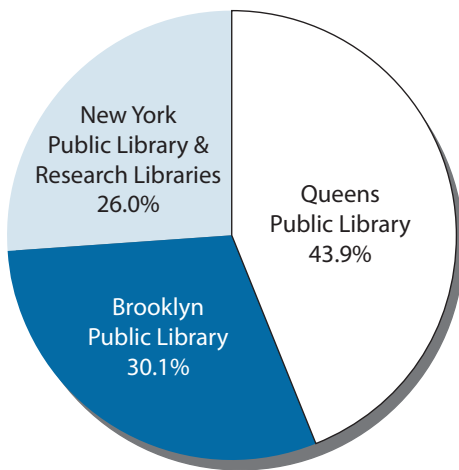
## Capital Program Goals

- 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.

# Public Libraries

## Preliminary Ten-Year Capital Strategy

The three library systems strive to increase circulation, develop comprehensive community-oriented outreach programs, and grow attendance at cultural/informational programs. The three library systems will focus on the protection of the growing collection of library materials, reconstruction of branches, increasing accessibility for persons with disabilities, and upgrading the technology infrastructure to improve online and computer access. The Preliminary Ten-Year Capital Plan Strategy provides a total of \$1.2 billion, allocated as follows:



## New York Public Library and Research Libraries

	(in millions)
• Essential Reconstruction of Facilities	\$264.4
• Expansion and Construction of Facilities	29.3
• Improvements to Existing Facilities	15.8
• Support Services Improvements	5.0
• Access for the Handicapped	1.0
<b>Subtotal</b>	<b>\$315.5</b>

## Brooklyn Public Library

	(in millions)
• Essential Reconstruction of Facilities	\$364.9
• Reconstruction Necessary to Maintain Facilities	0.3
<b>Subtotal</b>	<b>\$365.2</b>

## Queens Public Library

	(in millions)
• Essential Reconstruction of Facilities	\$339.6
• Reconstruction Necessary to Maintain Facilities	106.6
• Replacement Branches	47.9
• Support Services Improvements	39.5
<b>Subtotal</b>	<b>\$533.6</b>
<b>TOTAL</b>	<b>\$ 1,214.3</b>

## New York Public Library and Research Libraries

The Preliminary Ten-Year Capital Strategy allocates \$315.5 million for the New York Public Library (NYPL) and New York Research Libraries (NYRL). Specifically, \$70.0 million is allocated for comprehensive renovations of branches including the Tompkins Square Branch (\$27.7 million, in addition to \$2.5 million in FY25) in Manhattan, the West New Brighton Branch (\$14.6 million, in addition to \$2.4 million in FY25) in Staten Island, and the Edenwald Branch (\$12.2 million, in addition to \$6.5 million in FY25) in the Bronx. Additional funding for other branches focuses on maintaining and upgrading facilities, including roof, window, and door replacements, and Americans with Disabilities Act (ADA) compliance.

## Brooklyn Public Library

The Preliminary Ten-Year Capital Strategy allocates \$365.2 million to the Brooklyn Public Library (BPL), of which \$192.8 million is allocated specifically for the comprehensive renovations of various branches, including \$34.0 million for the Pacific Branch, \$24.2 million for the Canarsie Branch, \$21.5 million for the New Utrecht branch, and \$13.0 million for the Walt Whitman 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.

## Queens Public Library

The Preliminary Ten-Year Capital Strategy allocates \$533.6 million for the Queens Public Library (QPL), of which \$308.2 million is allocated to QPL for branch renovations, which includes the Corona Library (\$41.4 million), the Jackson Heights Library (\$33.3 million, in addition to \$0.9 million in FY25), the Rosedale Library (\$23.8 million), the South Ozone Park Library (\$20.7 million), and the South Jamaica Library (\$19.3 million). Additional funding for other branches focuses on rehabilitations, systems upgrades, and cyclical replacements of building components (roofs, windows, and doors).

# New York Research Libraries

Project Type: L		(\$ in 000's)										
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
<b>Essential Reconstruction of Facilities</b>												
City		726	576	576	3,576	0	0	466	1,247	1,288	1,331	9,786
<b>New York Library Support Service Improvements</b>												
City		0	0	300	2,496	0	0	0	0	0	0	2,796
<b>Project Type Total by Source of Funds</b>												
City		726	576	876	6,072	0	0	466	1,247	1,288	1,331	12,582
<b>Project Type Total</b>												
All Funds		726	576	876	6,072	0	0	466	1,247	1,288	1,331	12,582

# New York Public Library

Project Type: LN		(\$ in 000's)										
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
<b>Access for the Handicapped</b>												
City		0	428	572	0	0	0	0	0	0	0	1,000
<b>Expansion and Construction of Facilities</b>												
City		0	500	14,858	2,630	4,920	6,413	0	0	0	0	29,321
<b>Improvements to Existing Facilities</b>												
City		9,959	0	0	0	5,845	0	0	0	0	0	15,804
<b>Essential Reconstruction of Facilities</b>												
City		11,485	39,967	49,081	54,919	1	13,882	22,325	20,320	20,991	21,683	254,654
<b>Support Services Improvements</b>												
City		0	180	1,125	0	865	0	0	0	0	0	2,170
<b>Project Type Total by Source of Funds</b>												
City		21,444	41,075	65,636	57,549	11,631	20,295	22,325	20,320	20,991	21,683	302,949
<b>Project Type Total</b>												
All Funds		21,444	41,075	65,636	57,549	11,631	20,295	22,325	20,320	20,991	21,683	302,949

# Brooklyn Public Library

Project Type: LB		(\$ in 000's)										
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
<b>Essential Reconstruction of Facilities</b>												
City		31,957	60,294	48,434	109,329	45,329	32,562	21,225	5,000	5,165	5,335	364,630
Private		0	0	0	0	0	250	0	0	0	0	250
<b>Reconstruction Necessary to Maintain Facilities</b>												
City		364	0	0	0	0	0	0	0	0	0	364
<b>Project Type Total by Source of Funds</b>												
City		32,321	60,294	48,434	109,329	45,329	32,562	21,225	5,000	5,165	5,335	364,994
Private		0	0	0	0	0	250	0	0	0	0	250
<b>Project Type Total</b>												
All Funds		32,321	60,294	48,434	109,329	45,329	32,812	21,225	5,000	5,165	5,335	365,244

# Queens Public Library

Project Type: LQ		(\$ in 000's)										
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
<b>Replacement Branches</b>												
City		9,996	3,477	17,683	11,939	4,800	0	0	0	0	0	47,895
<b>Essential Reconstruction of Facilities</b>												
City		23,173	52,623	149,097	18,272	20,187	20,174	19,074	10,179	13,134	13,676	339,589
<b>Reconstruction Necessary to Maintain Facilities</b>												
City		6,793	24,700	17,778	39,378	6,907	0	6,885	4,181	0	0	106,622
<b>Support Services Improvements</b>												
City		5,493	21,184	7,598	3,781	0	737	750	0	0	0	39,543
<b>Project Type Total by Source of Funds</b>												
City		45,455	101,984	192,156	73,370	31,894	20,911	26,709	14,360	13,134	13,676	533,649
<b>Project Type Total</b>												
All Funds		45,455	101,984	192,156	73,370	31,894	20,911	26,709	14,360	13,134	13,676	533,649
<b>Public Libraries Total</b>												
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
<b>Total by Source of Funds</b>												
City		99,946	203,929	307,102	246,320	88,854	73,768	70,725	40,927	40,578	42,025	1,214,174
Federal		0	0	0	0	0	0	0	0	0	0	0
State		0	0	0	0	0	0	0	0	0	0	0
Private		0	0	0	0	0	250	0	0	0	0	250
All Funds		99,946	203,929	307,102	246,320	88,854	74,018	70,725	40,927	40,578	42,025	1,214,424

# Department of Cultural Affairs

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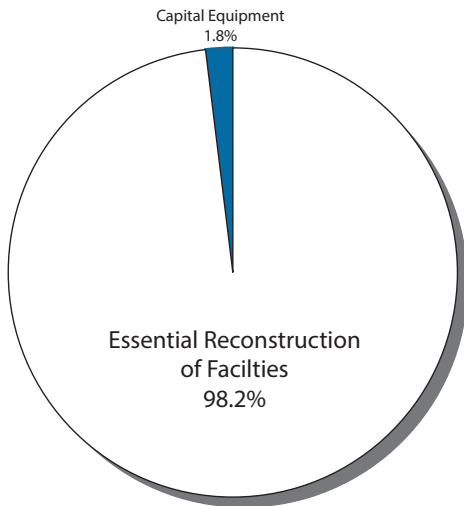
The Department of Cultural Affairs (DCLA) is the largest municipal funder of arts and culture in the nation and is dedicated to supporting and strengthening New York City's vibrant cultural life. The agency works to create and expand access to public funding, provide technical assistance, and articulate 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 1,000 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 406 capital projects on behalf of approximately 201 arts organizations that lead the way in sustainable architecture and design excellence, representing a cultural capital investment of \$1.6 billion.

## Capital Program Goals

- To increase public access to cultural resources, programs, and activities throughout the five boroughs;
- To increase the capacity of cultural organizations to meet programmatic needs and achieve optimal display, protection, and preservation of cultural collections;
- To upgrade and enhance facilities dedicated to cultural uses 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 capital investment. Approximately \$1.4 billion was committed from 2014 through 2024 for the reconstruction, modernization, and expansion of these facilities, in addition to \$409.9 million planned in 2025. The Preliminary Ten-Year Capital Strategy for cultural institutions and organizations, which reflects DCLA’s focus on facility reconstruction and programmatic enhancement, provides a total of \$1.6 billion allocated as follows:

	(in millions)
• Essential Reconstruction of Facilities	\$1,548.1
• Capital Equipment	28.0
<b>TOTAL</b>	<b>\$1,576.1</b>

### Essential Reconstruction of Facilities

The Preliminary Ten-Year Capital Strategy provides \$1.6 billion for the reconstruction of Cultural facilities, such as theaters, zoos, botanical gardens, museums, and education centers. Highlights include \$45.6 million for the construction of a new museum for the Children’s Museum of Manhattan, \$23.4 million for switch gear upgrades at the Bronx Zoo, \$20.5 million for the construction of an education and visitor’s center for the Queens County Farm Museum, \$12.0 million (in addition to \$0.2 million in 2025) for the first floor renovation of the Staten Island Museum, which includes a Lenape exhibition and the creation of an educational space, and \$11.9 million for an introductory exhibit for the Jewish Children’s Museum in Brooklyn.

### Capital Equipment

The Preliminary Ten-Year Capital Strategy provides \$28.0 million to support equipment and vehicle purchases.



# Department of Cultural Affairs

Project Type: PV		(\$ in 000's)										
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
<b>Capital Equipment</b>												
	City	5,211	3,315	12,694	973	15	777	0	3,259	1,549	225	28,018
<b>Essential Reconstruction of Facilities</b>												
	City	184,659	179,228	371,222	91,141	34,398	92,864	100,446	144,256	178,029	167,482	1,543,725
	State	0	0	0	0	2,334	0	0	2,000	0	0	4,334
<b>Project Type Total by Source of Funds</b>												
	City	189,870	182,543	383,916	92,114	34,413	93,641	100,446	147,515	179,578	167,707	1,571,743
	State	0	0	0	0	2,334	0	0	2,000	0	0	4,334
<b>Project Type Total</b>												
	All Funds	189,870	182,543	383,916	92,114	36,747	93,641	100,446	149,515	179,578	167,707	1,576,077

# Department of Parks & Recreation

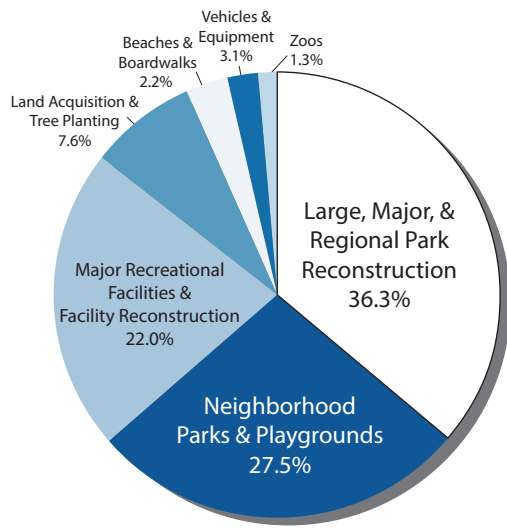
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The New York City Department of Parks & Recreation (NYC Parks) is the steward of more than 30,000 acres of land made up of nearly 5,000 individual properties ranging from Coney Island and Central Park to community gardens and Greenstreets. The Department operates more than 800 athletic fields and nearly 1,000 playgrounds, 1,800 basketball courts, 550 tennis courts, 65 public pools, 51 recreational facilities, 15 nature centers, 14 golf courses, and 14 miles of beaches. The Department cares for 1,200 monuments and 23 historic house museums and looks after 666,000 street trees, and five million more in parks.

## **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 creatively respond to community goals and ensure long-lasting, equitable, accessible, and sustainable spaces;
- To protect natural landscapes, unique environmental features, and wildlife;
- To conserve historic structures and statues; and
- To plant and care for street trees.

# Department of Parks & Recreation



## Preliminary Ten-Year Capital Strategy

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

(in millions)

• Large, Major, and Regional Park Reconstruction	\$3,637.8
• Neighborhood Parks and Playgrounds	2,755.6
• Major Recreational Facilities and Facility Reconstruction	2,199.2
• Land Acquisition and Tree Planting	764.1
• Vehicles and Equipment	311.8
• Beaches and Boardwalks	213.6
• Zoos	130.9
<b>TOTAL</b>	<b>\$10,013.0</b>

### Large, Major, and Regional Park Reconstruction

The Preliminary Ten-Year Capital Strategy provides \$3.6 billion for work at numerous sites, Citywide. This allocation includes \$1.6 billion for the reconstruction of Parks pedestrian bridges, Citywide; \$425.0 million for the Passerelle pedestrian bridge and building roof reconstruction project in Queens; \$253.3 million for various rehabilitation projects along the East River Esplanade; \$136.3 million for various projects located at Flushing Meadows Corona Park in Queens; \$103.6 million for various projects located at Central Park in Manhattan; \$92.0 million for various projects located within Riverside Park in Manhattan; \$34.7 million for various projects located at Prospect Park in Brooklyn; \$28.3 million for various High Line repair projects in Manhattan; and \$933.6 million for other large, major, and regional park reconstruction projects, Citywide.

### Neighborhood Parks and Playgrounds

The Preliminary Ten-Year Capital Strategy provides funding of \$2.8 billion for the reconstruction of neighborhood parks and playgrounds. This allocation includes \$1.1 billion for the reconstruction of smaller neighborhood parks and playgrounds; \$107.0 million for green infrastructure investments in neighborhood parks managed by the Department of Environmental Protection; and \$51.6 million for the construction and rehabilitation of various community gardens, Citywide.

### Major Recreational Facilities and Facility Reconstruction

The Preliminary Ten-Year Capital Strategy provides \$2.2 billion for the rehabilitation of facilities, including specialized and youth-oriented major recreational facilities, such as indoor recreation centers, pools, tennis courts, and playing fields. Major highlights include \$793.1 million for the rehabilitation and construction of recreation/nature centers, Citywide; \$293.8 million for the reconstruction of public restrooms and other buildings within parks, Citywide; \$118.3 million for pools, Citywide; and \$33.4 million for historic house rehabilitation projects, Citywide.

### Land Acquisition and Tree Planting

The Preliminary Ten-Year Capital Strategy provides \$764.1 million for land acquisition and tree planting, including \$353.6 million for street tree planting; \$33.2 million for various reforestation projects, Citywide; \$28.0 million to fill The Walk to a Park gap, Citywide; and \$22.7 million for site acquisition, Citywide.

### Vehicles and Equipment

The Preliminary Ten-Year Capital Strategy provides \$311.8 million to support infrastructure improvements and equipment purchases. Major highlights include \$96.3 million for the procurement of vehicles and \$77.1 million for improvements to computer and communications systems.

## Department of Parks & Recreation

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### **Beaches and Boardwalks**

The Preliminary Ten-Year Capital Strategy provides \$213.6 million for the reconstruction of boardwalks, beaches, and marinas, Citywide. Major highlights include \$67.6 million for various disaster recovery projects related to Hurricane Sandy, Citywide, and \$49.7 million for the reconstruction of the Coney Island Beach Operations Facility in Brooklyn.

### **Zoos**

The Preliminary Ten-Year Capital Strategy provides \$130.9 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)										
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
<b>Beaches and Boardwalks</b>												
City		8,051	62,868	6,370	4,215	4,404	8	1,404	61,512	0	50,825	199,657
Federal		12,489	0	0	0	0	0	143	926	0	0	13,558
State		0	0	0	0	0	0	0	404	0	0	404
<b>Land Acquisition and Tree Planting</b>												
City		9,591	40,593	12,867	23,320	34,827	33,653	167,594	216,865	0	195,760	735,070
Federal		0	0	0	0	0	0	0	1,871	0	0	1,871
State		4,783	0	0	0	0	0	0	53	0	0	4,836
Private		22,053	0	0	0	0	0	0	265	0	0	22,318
<b>Major Recreational Facilities</b>												
City		112,899	93,034	95,245	291,924	225,250	309,302	115,566	379,412	147,505	307,577	2,077,714
Federal		35,979	0	0	0	1	0	0	54,278	0	0	90,258
State		29,195	0	0	0	0	0	0	0	0	0	29,195
Private		2,000	0	0	0	0	0	0	0	0	0	2,000
<b>Neighborhood Parks and Playgrounds</b>												
City		121,318	276,207	609,370	137,749	373,953	181,357	83,756	19,994	598,182	133,297	2,535,183
Federal		160,195	0	0	0	0	0	0	21,260	0	0	181,455
State		30,487	0	0	0	0	0	0	386	0	0	30,873
Private		6,345	0	0	0	0	0	0	1,712	0	0	8,057
<b>Vehicles, Equipment and Facility Reconstruction</b>												
City		350	36,509	5,236	500	7,875	3	4,312	87,923	61,690	106,965	311,363
Private		0	0	0	0	0	0	0	455	0	0	455
<b>Large, Major and Regional Park Reconstruction</b>												
City		551,796	423,472	368,215	391,339	451,988	493,622	386,800	192,957	16,951	143,354	3,420,494
Federal		158,607	10,000	0	0	0	0	0	2,216	0	0	170,823
State		18,135	0	0	0	0	0	0	192	0	0	18,327
Private		7,429	0	0	0	0	0	0	20,678	0	0	28,107
<b>Zoos</b>												
City		4,688	34	5,277	704	1,415	15,080	14,827	3,829	80,000	5,083	130,937
<b>Project Type Total by Source of Funds</b>												
City		808,693	932,717	1,102,580	849,751	1,099,712	1,033,025	774,259	962,492	904,328	942,861	9,410,418
Federal		367,270	10,000	0	0	1	0	143	80,551	0	0	457,965
State		82,600	0	0	0	0	0	0	1,035	0	0	83,635
Private		37,827	0	0	0	0	0	0	23,110	0	0	60,937
<b>Project Type Total</b>												
All Funds		1,296,390	942,717	1,102,580	849,751	1,099,713	1,033,025	774,402	1,067,188	904,328	942,861	10,012,955

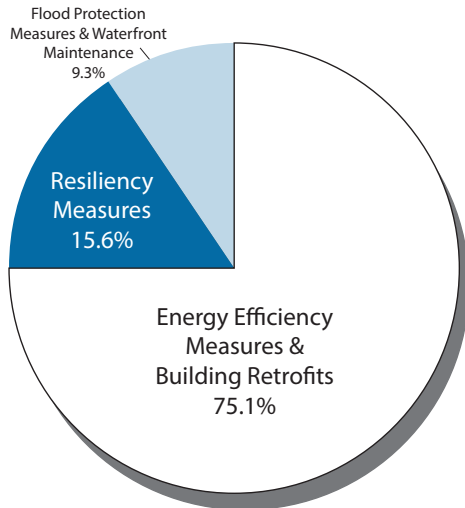
# Energy Efficiency and Coastal Resiliency

## Energy Efficiency & Sustainability

The City has enacted a comprehensive energy management strategy across its portfolio of roughly 4,000 buildings. The Local Law 97 Implementation Action Plan sets forth the City’s strategy to reduce greenhouse gas emissions generated by city government operations 40 percent below 2006 levels by 2025 and 50 percent by 2030, as required by Local Law 97 and on the path to achieving the City’s goal of fossil fuel free City operations by 2050 set forth in PlaNYC: Getting Sustainability Done.

## Capital Program Goals

- Complete energy efficiency measures and retrofits in public buildings via both quick, cost-effective and energy-saving capital projects that target individual agency needs and comprehensive deep energy retrofits of key city facilities;
- Electrify fossil fuel fired building systems, including as boilers and water heaters, and gas fired appliances;
- Build renewable energy generation and battery storage systems on city property; and
- To fund resiliency and flood protection measures and waterfront maintenance to fortify and rehabilitate coastal and waterfront assets throughout the City.



## Preliminary Ten-Year Capital Strategy

(in millions)

• Energy Efficiency Measures and Building Retrofits	\$3,265.3
• Resiliency Measures	675.8
• Flood Protection Measures and Waterfront Maintenance	404.3
<b>TOTAL</b>	<b>\$4,345.5</b>

## Energy Efficiency

The Preliminary Ten-Year Capital Strategy provides \$3.3 billion over the Preliminary Ten-year period to fund energy efficiency projects throughout the City.

## Resiliency Measures

The Preliminary Ten-Year Capital Strategy provides \$675.8 million over the ten-year period to fund resiliency measures, which includes \$410.1 million for the East Side Coastal Resiliency (ESCR), \$87.9 million for raised shorelines, and \$57.8 million for the Brooklyn Bridge – Montgomery Coastal Resiliency (BMCR).

## Flood Protection and Waterfront Maintenance

The Preliminary Ten-Year Capital Strategy provides \$404.3 million over the ten-year period to fund flood protection measures and waterfront maintenance, including \$97.3 million for the rehabilitation of Pier 36 and \$88.0 million for the rehabilitation of the substructure of Harlem River Park between 132<sup>nd</sup> Street to 135<sup>th</sup> Street.

# Energy Efficiency and Coastal Resiliency

Project Type: PU		(\$ in 000's)										
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
<b>Building Construction, Reconstruction or Retrofit</b>												
	City	97,030	94,282	107,386	43,407	0	0	0	0	0	0	342,105
<b>Distributed Generation</b>												
	City	719	0	0	2,230	0	0	0	0	0	0	2,949
<b>Miscellaneous Energy Efficiency and Sustainability</b>												
	City	1,215,169	861,120	707,740	609,448	265,518	20,002	73,750	78,231	77,453	77,576	3,986,007
	Private	13,974	433	0	0	0	0	0	0	0	0	14,407
<b>Project Type Total by Source of Funds</b>												
	City	1,312,918	955,402	815,126	655,085	265,518	20,002	73,750	78,231	77,453	77,576	4,331,061
	Private	13,974	433	0	0	0	0	0	0	0	0	14,407
<b>Project Type Total</b>												
	All Funds	1,326,892	955,835	815,126	655,085	265,518	20,002	73,750	78,231	77,453	77,576	4,345,468

# Citywide Equipment

## Electronic Data Processing

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

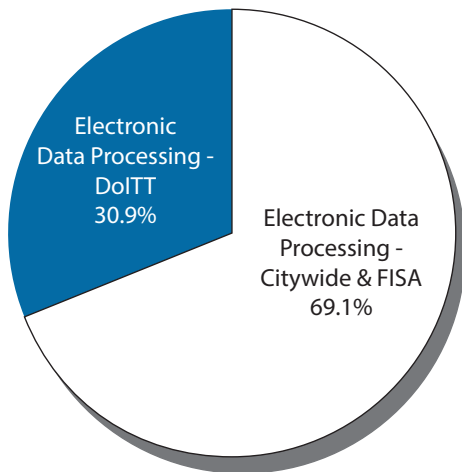
The data center of the Financial Information Services Agency (FISA) supports citywide applications, which are key to the City’s financial integrity, such as the Financial Management System (FMS), the Payroll Management System (PMS), and the Pension Payroll Management System (PPMS). FMS maintains the 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 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)

• Electronic Data Processing - Citywide & FISA	\$2,246.0
• Electronic Data Processing - DoITT	1,004.1
<b>TOTAL</b>	<b>\$3,250.1</b>

## Electronic Data Processing - Citywide & FISA

The Preliminary Ten-Year Capital Strategy provides \$2.2 billion for Electronic Data Processing - Citywide & FISA, including \$933.4 million for 911 Call Center Technology initiatives.

## Electronic Data Processing - DoITT

The Preliminary Ten-Year Capital Strategy provides \$1.0 billion for Electronic Data Processing – DoITT, including \$911.4 million for core IT infrastructure projects and \$92.7 million for the Emergency Communications Transformation Program (ECTP) to update and integrate the City’s computer aided dispatch capabilities.



# Citywide Equipment

Project Type: DP		(\$ in 000's)										
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
<b>Electronic Data Processing Equipment for DoITT, Citynet</b>												
City		116,859	93,693	97,653	102,595	92,826	84,335	99,330	102,192	105,564	109,048	1,004,095
<b>Project Type Total by Source of Funds</b>												
City		116,859	93,693	97,653	102,595	92,826	84,335	99,330	102,192	105,564	109,048	1,004,095
<b>Project Type Total</b>												
All Funds		116,859	93,693	97,653	102,595	92,826	84,335	99,330	102,192	105,564	109,048	1,004,095

# Citywide Equipment

Project Type: PU	(\$ in 000's)										Total
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	
Electronic Data Processing Equipment - FISA City	5,027	7,846	7,845	10,130	9,716	12,631	16,357	16,979	17,539	18,118	122,188
Electronic Data Processing Equipment - City-Wide City	205,098	179,522	172,420	257,216	227,647	202,987	209,795	215,846	222,969	230,327	2,123,827
<b>Project Type Total by Source of Funds</b> City	210,125	187,368	180,265	267,346	237,363	215,618	226,152	232,825	240,508	248,445	2,246,015
<b>Project Type Total</b> All Funds	210,125	187,368	180,265	267,346	237,363	215,618	226,152	232,825	240,508	248,445	2,246,015
	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>2033</b>	<b>2034</b>	<b>2035</b>	<b>Total</b>
<b>Total by Source of Funds</b> City	326,984	281,061	277,918	369,941	330,189	299,953	325,482	335,017	346,072	357,493	3,250,110
Federal	0	0	0	0	0	0	0	0	0	0	0
State	0	0	0	0	0	0	0	0	0	0	0
Private	0	0	0	0	0	0	0	0	0	0	0
All Funds	326,984	281,061	277,918	369,941	330,189	299,953	325,482	335,017	346,072	357,493	3,250,110

# Citywide Summary

Project Type: CW

(\$ in 000's)

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
<b>Citywide Total by Source of Funds</b>											
City	23,507,836	19,528,997	21,555,782	21,240,981	15,451,590	12,729,902	11,365,629	13,700,151	13,335,870	13,810,770	166,227,508
Federal	886,629	469,994	468,829	166,378	110,127	229,094	63,459	328,616	40,826	40,000	2,803,952
State	262,528	76,528	89,947	97,804	53,424	87,608	53,612	14,209	2,849	0	738,509
Private	145,569	436	8,944	5,007	7	250	523	23,110	0	0	183,846
All Funds	24,802,562	20,075,955	22,123,502	21,510,170	15,615,148	13,046,854	11,483,223	14,066,086	13,379,545	13,850,770	169,953,815