

THE COUNCIL OF THE CITY OF NEW YORK

Hon. Melissa Mark-Viverito
Speaker of the Council

Hon. Ben Kallos
Chair, Committee on Governmental Operations



Hearing on the Fiscal 2016 Preliminary Budget & the Fiscal 2015 Preliminary Mayor's Management Report

Department of Citywide Administrative Services

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Kenneth Grace, Legislative Financial Analyst

Finance Division

Latonia McKinney, Director

Regina Poreda Ryan, Deputy Director

Nathan Toth, Deputy Director

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Department of Citywide Administrative Services Overview

The Department of Citywide Administrative Services (DCAS or the Department) ensures that City agencies have the critical resources and support needed to provide the best possible services to the public. DCAS supports City agencies' workforce needs in recruiting, hiring and training City employees; establishes and enforces uniform procedures to ensure equal employment opportunity for employees and job candidates at City agencies; provides overall facilities management, including security, maintenance and construction services for tenants in 55 public buildings; purchases, sells and leases non-residential real property; purchases goods and select services; inspects and distributes supplies and equipment; disposes of all surplus and obsolete goods; monitors City agency fleets and the City's overall compliance with fleet purchasing laws and environmental goals; establishes, audits and pays utility accounts that serve 80 agencies and more than 4,000 buildings; and implements energy conservation programs throughout City facilities.

This report provides a review of the Department of Citywide Administrative Services Fiscal 2016 Preliminary Budget. In the first section, the highlights of the Fiscal 2016 expense budget are presented, along with a discussion of the City's heat, light and power expenditures, and the Department's miscellaneous revenue. The report then presents an analysis of DCAS' budget by program area, discusses actions included in the November and Preliminary Financial Plans and reviews relevant sections of the Preliminary Mayor's Management Report (PMMR) for Fiscal 2015. Finally, a review of the proposed capital budget for the Department with a discussion of significant changes proposed to the Capital Plan is presented.

Fiscal 2016 Preliminary Plan Highlights

858 - Department of Citywide Administrative Services

	2013	2014	2015	Preliminary		*Difference
<i>Dollars in Thousands</i>	Actual	Actual	Adopted	2015	2016	2014 - 2015
Personal Services	\$1,035,855	\$1,058,267	\$1,005,027	\$1,060,169	\$1,013,415	\$8,388
Other Than Personal Services	141,698	143,437	147,077	154,172	155,524	\$8,447
Agency Total	\$1,177,553	\$1,201,704	\$1,152,103	\$1,214,341	\$1,168,939	\$16,836

*The difference of Fiscal 2015 Adopted Budget compared to Fiscal 2016 Preliminary Budget.

- **Citywide Heat, Light, and Power Spending.** The \$784 million budgeted for heat, light, and power in Fiscal 2016 is 2.1 percent higher than the four-year average from Fiscal 2011-2014 of \$767 million.
- **Energy Efficiency and Sustainability Capital Funding.** DCAS' Capital Program for Fiscal 2015-2018 includes \$213.1 million for energy efficiency and sustainability capital projects citywide.
- **One City, Built to Last.** This new \$26 million initiative will enable the City to honor its commitment to reduce its greenhouse gas emissions by 80 percent by 2050. Specifically, the funding will allow for work on reducing greenhouse gas emissions at city-owned buildings throughout the City. This action includes \$775,000 in personal service (PS) funding to support 18 permanent positions in Fiscal 2015. Other expenses include Solar

Power Purchase agreements, Local Law 87 compliance costs, co-gen feasibility studies, and non-capital equipment. It is anticipated that these efforts will lead to significant future cost savings/avoidance.

- **Citywide Resiliency Capital Funding.** DCAS' Capital Program for Fiscal 2015-2018 includes \$146.7 million for citywide resiliency measures and \$78.7 million for agency-specific facility and operational protective measures in the wake of Superstorm Sandy.

DCAS Financial Summary

	2013	2014	2015	Preliminary		*Difference
<i>Dollars in Thousands</i>	Actual	Actual	Adopted	2015	2015	2014 - 2015
Budget by Program Area						
Administration and Security	\$17,946	\$19,554	\$19,996	\$24,004	\$24,240	\$4,244
Asset Management-Public Facilities	938,659	1,017,782	995,945	1,006,683	986,297	(\$9,648)
Board of Standards and Appeals	2,282	1,994	2,387	2,772	2,632	\$245
Citywide Fleet Services	0	33,978	14,129	31,256	11,007	(\$3,123)
Energy Conservation	23,711	22,895	23,283	41,514	49,514	\$26,231
Executive and Operations Support	32,244	30,464	28,238	31,052	26,432	(\$1,806)
External Publications and Retail Operations	4,439	2,674	1,886	2,667	2,473	\$586
Human Capital	25,209	25,069	29,120	32,176	28,616	(\$505)
Office of Administrative Trials and Hearings	3	0	0	0	0	\$0
Office of Citywide Purchasing	120,858	47,288	37,119	42,211	37,721	\$602
Real Estate Services	12,203	5	0	6	8	\$8
TOTAL	\$1,177,553	\$1,201,704	\$1,152,103	\$1,214,341	\$1,168,939	\$16,836
Funding						
<i>City Funds</i>			\$236,187	\$264,522	\$258,366	\$22,179
<i>Other Categorical</i>			90,349	90,896	90,349	\$0
<i>Capital- IFA</i>			1,549	935	945	(\$604)
<i>State</i>			47,102	50,357	48,212	\$1,110
<i>Federal - Community Development</i>			1,705	1,705	0	(\$1,705)
<i>Federal - Other</i>			2,000	7,854	2,074	\$74
<i>Intra City</i>			773,211	798,072	768,992	(\$4,219)
TOTAL	\$1,177,553	\$1,201,704	\$1,152,103	\$1,214,341	\$1,168,939	\$16,836
Headcount						
Fulltime Positions	1,878	1,887	1,991	2,046	2,042	51

*The difference of Fiscal 2015 Adopted Budget compared to Fiscal 2016 Preliminary Budget.

In the Fiscal 2016 Preliminary Plan, funding for DCAS totals \$1.17 billion with the majority allocated to the Division of Asset Management-Public Facilities accounting for 84.3 percent of DCAS' entire budget. The majority of this funding is dedicated to paying the heat, light and power expenses for all City agencies, most of which are funded through intra-city transfers. In Fiscal 2014, the City's heat, light and power expenditures totaled \$800.8 million.

Any unused federal funds in the current fiscal year will most likely be rolled into Fiscal 2016. A significant portion of intra-city funding has yet to be fully recognized in DCAS' Fiscal 2016 budget as supply needs for various agencies vary from year to year.

Variations in the Department's funding and headcount can be attributed to the restructuring of the budget which occurred last year. Resources budgeted for the Real Estate Division were largely absorbed into the Asset Management Division, while Citywide Fleet Services is now recognized as a stand-alone division.

Budgeted headcount is impacted by multiple financial plan actions, including new needs, inter-fund agreements, functional transfers, and technical adjustments that eliminate vacant budgeted positions while maintaining funding levels.

The following are budget actions introduced since the Fiscal 2015 Budget was adopted.

- **Asset Management Upgrades.** The Preliminary Plan includes \$3.8 million in additional Fiscal 2015 funding for various Division of Asset Management expenses, including eight new positions and OTPS costs associated with fire alarm system maintenance, fire safety compliance, prevailing wage differentials, and space planning. Additional staff includes three positions for lease planning and administration, two stationary engineer positions, three fire safety/evacuation/emergency planning positions.
- **Collective Bargaining.** The Preliminary Plan includes additional Fiscal 2015 PS funding of \$2.6 million for DCAS as a result of collective bargaining agreements.
- **Civil Service Compliance.** The Preliminary Plan includes \$3.3 million in new Fiscal 2015 funding for expenses related to efforts to convert the City's provisional employees to civil service positions. Additional PS funding totals \$516,000 to support seven new positions for the Civil Service Testing Centers to increase testing capacity, and the in-sourcing of five IT positions formerly contracted out. OTPS funding will be used for consultant fees related to the development of various civil service exams and to create 173 candidate work stations at the City's testing centers.
- **Fleet Upgrades.** The Preliminary Plan includes \$937,761 in new Fiscal 2015 OTPS funding for the Truck Guard pilot program, in which five percent of the City's eligible truck fleet will be fitted with guards to mitigate accident damage. The Plan also includes additional funding for upgrades to the City's Fleet Management System.
- **One City, Built to Last.** The Preliminary Plan includes \$11.9 million in new Fiscal 2015 funding for the implementation of the One City, the Built to Last initiative, the City's commitment to reduce its greenhouse gas emissions by 80 percent by 2050. Specifically, the funding will allow for work on reducing greenhouse gas emissions at city-owned buildings throughout the City. This action includes \$775,000 in PS funding to support 18 permanent positions in Fiscal 2015. Other expenses include Solar Power Purchase agreements, Local Law 87 compliance costs, co-gen feasibility studies, and non-capital equipment. It is anticipated that these efforts will lead to significant future cost savings/avoidance. Funding for this initiative increases to \$26.6 million in Fiscal 2016.
- **Asset Management.** The Preliminary Plan includes funding for four new Fire Safety Inspectors Supervisors for DCAS managed buildings. The Department will self-fund these positions, meaning that only headcount was added, not additional funding.
- **Civil Service Compliance Headcount and Funding.** The Preliminary Plan includes baselined funding totaling \$215,000 beginning in Fiscal 2016 for two Systems Managers and a senior IT Developer to provide technical improvements to civil service systems and exams.
- **Human Capital Offices.** The Preliminary Plan includes funding for six positions to establish an Office of Citywide Recruitment and an Office of Workforce Development. The respective units will enhance the City's efforts in recruitment and retention of public employees. The

funding for Fiscal 2015 is \$251,000 and baselined at \$501,000 for Fiscal 2016 and the outyears.

- **Procurement IT Developer.** The Preliminary Plan includes \$100,000 in baselined funding for an IT Developer to maintain the Procurement and Contract Tracking (PACT) System.
- **BSA Office Space Renovations.** The Preliminary Plan includes \$238,000 for Fiscal 2015 for the construction of temporary office space for the Board of Standards and Appeals (BSA) at 250 Broadway.
- **Immigration.** The Preliminary Plan includes \$2 million in funding in Fiscal 2015 for a citywide immigration coordination, outreach, and education plan. This is part of a Presidential Executive Action even though it is funded with City dollars. This funding is year to year and because of partisan gridlock in Washington. The City does not know if the program will exist next year.

Other Highlights

Citywide Heat, Light, and Power

Funding for citywide heat, light, and power expenditures is a part of the Department's Asset Management-Public Facilities Division other than personal services (OTPS) budget. The chart below breaks out the various funding sources that comprise the City's heat, light, and power budget. Other categorical funds, approximately \$87 million in Fiscal 2016, represent reimbursements from the Health and Hospitals Corporation for heat, light and power expenses. Intra-city funds, which account for 85 percent of the entire heat, light and power budget for Fiscal 2016, represent transfers from other agencies. City funds go toward paying expenditures related to city-owned facilities managed directly by DCAS.

HEAT, LIGHT, AND POWER FIVE-YEAR FUNDING ANALYSIS						
Funding Source	Actual 2011	Actual 2012	Actual 2013	Actual 2014	Prelim Plan 2015	Prelim Plan 2016
City	\$25,364,347	\$24,249,872	\$32,891,998	\$29,023,540	\$29,891,132	\$29,891,132
Other Categorical	\$89,196,928	\$86,220,018	\$84,978,198	\$86,971,545	\$86,708,373	\$86,708,373
State	\$423,348	\$434,924	\$438,362	\$438,565	\$421,319	\$421,319
Intra-City	\$654,734,876	\$625,917,883	\$641,995,650	\$684,316,883	\$667,044,271	\$667,044,271
Agency Total	\$769,719,499	\$736,822,697	\$760,304,208	\$800,750,533	\$784,065,095	\$784,065,095

Total spending on heat, light, and power has remained relatively flat over the last several years, peaking at \$769.7 million in Fiscal 2011. In Fiscal 2012, heat, light and power expenditures totaled \$736.8 million, which was significantly lower than the Fiscal 2012 adopted budget due to an unusually warm winter which led to a reduction in the City's energy consumption. The \$784 million budgeted for heat, light and power in Fiscal 2016 is 2.1 percent higher than the four-year average from Fiscal 2011-2014 of \$767 million.

A few years ago, in the Fiscal 2014 Executive Plan, the baseline heat, light and power budget was decreased by \$64.6 million after the City Council identified that the budget was significantly

higher than the prior five-year average. Although the City's heat, light and power budget is higher than prior year actuals (excluding the Fiscal 2014 actuals), it is often impacted by variables outside of the City's control, including weather patterns and the price of oil. The City continues to seek savings through alternative energy utilization and programs aimed at reducing energy consumption through programs such as ENCORE and those associated with PlaNYC 2030.

ENCORE Program

The ENCORE (ENergy COst REduction) program administered by the Office of Energy Conservation is a major part of the City's efforts to control energy costs and to improve air quality. Examples of ENCORE projects currently underway include:

- Installation of high efficient lighting systems, including automatic lighting;
- Replacement of coal and heavy-oil fired boilers with clean dual fuel light oil or natural gas burners;
- Elimination of chillers (large air conditioners) that use ozone-depleting refrigerants; and
- Installation of fuel cells, for clean, on-site generation of electricity where there are special fuel sources that would otherwise be underutilized.

PlaNYC 2030

PlaNYC 2030 was the Bloomberg Administration's long-term sustainability plan. The plan sets priorities for the refurbishment of the City's infrastructure and calls for more city control over large-scale projects with the creation of a new authority composed of both City and State employees. The plan has three major components:

- **OpeNYC.** Comprised of initiatives in preparation for the anticipated increase in New York City's population, which is expected to increase by more than one million people over the next two decades.
- **MaintaiNYC.** Projects aimed at repairing aging infrastructure, including city bridges, water mains, mass transit, building code, and power plants.
- **GreenNYC.** Projects aimed at conserving New York City resources, with a goal of reducing the City's carbon emissions by 30 percent.

Miscellaneous Revenue

DCAS generates revenue from a wide range of sources that include license and service fees, equipment, commercial rent reimbursement payments, and occasional property sales. The chart below shows the Department's major miscellaneous revenue sources. Miscellaneous revenue generated by DCAS contributes to the City's General Fund and therefore is not a dedicated funding source for the Department.

	Actual		Planned			
	2013	2014	2015	2016	2017	2018
Civil Service Exam Fees	4,258,032	4,708,514	4,673,000	3,760,000	3,760,000	3,760,000
Third Party Gas and Electric	4,943,189	4,214,806	3,800,000	3,800,000	3,800,000	3,800,000
BSA Filing fees	1,991,565	1,957,815	1,809,000	1,506,000	1,506,000	1,506,000
Training Fees	23,974	37,500	30,000	30,000	30,000	30,000
INREM Redemption Fees	825	1,075	1,000	1,000	1,000	1,000
Commercial Rent	69,601,750	64,956,960	41,987,000	42,077,000	42,077,000	42,077,000
Salvage Sales	9,609,910	9,892,384	6,893,000	6,893,000	6,893,000	6,893,000
City Publishing Center	1,123,445	983,138	1,071,000	792,000	743,000	743,000
Claims to Damage to Vehicle	618,136	558,821	435,000	435,000	435,000	435,000
Mortgage Payment Non Inrem	873,636	1,549,911	800,000	800,000	750,000	700,000
Procurement Card Rebates	114,480	182,000	93,000	93,000	93,000	93,000
Bulletin Pamphlet and Copy Sale	4,492	5,556	9,000	9,000	9,000	9,000
TOTAL	\$93,163,434	\$89,048,480	\$61,601,000	\$60,196,000	\$60,097,000	\$60,047,000

The Financial Plan projects that DCAS will generate miscellaneous revenue totaling \$61.6 million in Fiscal 2015. The projection is substantially lower than the two prior years because Fiscal 2013 and 2014 saw proceeds from the sale of 346 Broadway, 49-51 Chambers Street and the property currently occupied by the Marriott Marquis.

Excluding property sales, which can vary greatly from year to year, commercial rent accounts for the majority of DCAS' yearly miscellaneous revenue. In the Preliminary Plan, commercial rent is projected to account for 69 percent of the Department's total miscellaneous revenue for Fiscal 2016.

Commercial Rent. Revenue from commercial rent is projected to total \$42 million in Fiscal 2016, a significant decrease compared to prior years. The decrease can be attributed to the sale of a City-owned property in Times Square that is currently occupied by the Marriott Marquis. Because the Marriott will own the property, the City will no longer collect commercial rent on the property but, the Marriott will now pay property taxes.

Program Areas

Asset Management – Public Facilities

The Division of Asset Management is responsible for providing safe, clean and efficient office space for the City's workforce. The Division also manages facilities and city-owned buildings, including courts, and administers private real estate leases for use by various City agencies and revenue-generating leases and licenses at several city-owned properties. Funding for energy bills for all Mayoral agencies, the Health and Hospitals Corporation, the City University of New York, and 34 cultural institutions are reflected in this program area.

	2013	2014	2015	Preliminary		*Difference
<i>Dollars in Thousands</i>	Actual	Actual	Adopted	2015	2015	2015-2016
Spending						
Personal Services	74,340	81,766	82,040	83,407	83,706	1,666
Other Than Personal Services	864,318	936,016	913,905	923,276	902,591	(11,314)
TOTAL	\$938,659	\$1,017,782	\$995,945	\$1,006,683	\$986,297	(\$9,648)
Funding						
City Funds			117,190	123,051	109,715	(7,475)
Other Categorical			89,101	89,187	89,101	0
Capital- IFA			587	0	0	(587)
State			47,102	50,357	48,212	1,110
Federal - Community Development			1,705	1,705	0	(1,705)
Federal - Other			0	1,235	0	
Intra City			740,261	741,148	739,269	(991)
TOTAL	\$938,659	\$1,017,782	\$995,945	\$1,006,683	\$986,297	(\$9,648)
Headcount						
Full-time Positions	1,046	1,132	1,204	1,189	1,194	(10)

*The difference of Fiscal 2015 Adopted Budget compared to Fiscal 2016 Preliminary Budget.

The Division's proposed budget for Fiscal 2016 includes PS funding totaling \$83.7 million to support 1,194 full-time positions. Because the Division of Asset Management-Public Facilities performs various functions and pays energy bills for many of the City's agencies, intra-city funding makes up approximately 75 percent of the Division's total funding for Fiscal 2016.

Performance Measures

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★ Average time to complete in-house trade shop work orders (days)	7.6	8.2	4.3	7.0	7.0	4.5	4.3
★ In-house trade shop work orders completed within 30 days (%)	75%	64%	69%	75%	75%	55%	68%
In-house work orders received (total)	71,431	67,060	67,029	*	*	23,137	21,155
In-house trade shop work orders received	14,336	12,425	11,779	*	*	3,651	4,305

According to the Preliminary Mayor's Management Report (PMMR), the average time to complete in-house trade shop work orders decreased significantly during the reporting period. Since DCAS restructured its trade shop operations during the summer of 2013, there has been a major improvement in productivity. The average in-house order was completed in 4.3 days in Fiscal 2014 compared to 8.2 days in Fiscal 2013.

Citywide Purchasing

The Division of Citywide Purchasing supports the purchase of goods and materials for all City agencies. The Division establishes citywide requirements for contracts, open market orders, and agency-specific orders; develops bids; prepares purchase orders; maintains purchase specifications; evaluates vendor bids; maintains a central storehouse and supplies commodities to all City agencies; performs quality inspections of purchased items, including laboratory testing and analyses; and disposes of surplus City goods by auction.

	2013	2014	2015	Preliminary		*Difference
<i>Dollars in Thousands</i>	Actual	Actual	Adopted	2015	2015	2015-2016
Spending						
Personal Services	8,692	9,859	10,305	10,614	10,971	666
Other Than Personal Services	112,165	37,429	26,814	31,597	26,750	(64)
TOTAL	\$120,858	\$47,288	\$37,119	\$42,211	\$37,721	\$602
Funding						
<i>City Funds</i>			14,832	15,045	15,363	531
<i>Other Categorical</i>			0	125	0	0
<i>Capital- IFA</i>			116	116	116	0
<i>Federal - Other</i>			0	247	0	0
<i>Intra City</i>			22,170	26,678	22,242	71
TOTAL	\$120,858	\$47,288	\$37,119	\$42,211	\$37,721	\$602
Headcount						
Full-time Positions	131	147	156	155	155	(1)

*The difference of Fiscal 2015 Adopted Budget compared to Fiscal 2016 Preliminary Budget.

The Division's proposed budget for Fiscal 2016 includes PS funding totaling \$11 million to support 155 full-time positions. Intra-city funding represents 58.9 percent of the Division's total Fiscal 2016 budget, as the Division provides services and supplies for many other agencies. In Fiscal 2013, the Division received \$76 million in federal funding for Superstorm Sandy recovery, which accounts for the spike in Fiscal 2013 spending.

Performance Measure

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★ Average number of bidders per bid	3.3	3.0	3.3	3.4	3.4	3.4	3.6
Average time to process a purchase order (days)	0.7	0.6	0.7	*	*	0.8	0.8

According to the PMMR, the average number of bidders per solicitation increased by six percent during the reporting period. This is the first time that the City is above target for this category in several years. DCAS expects participation to increase as the Department conducts outreach regarding new online solicitation procedures that are part of the citywide initiative to streamline procurement procedures.

Executive and Operations Support

The Division of Executive and Operations Support includes the Office of the Commissioner, the Office of the General Counsel, and the Division of Fiscal Management and Operations. Also included are Internal Audit, Engineering Audit, Central Messenger Service, the Office of Special Projects, Management and Information Systems, and the Office of Fleet Transportation.

	2013	2014	2015	Preliminary		*Difference
<i>Dollars in Thousands</i>	Actual	Actual	Adopted	2015	2015	2015-2016
Spending						
Personal Services	21,290	18,958	18,171	18,697	19,289	1,118
Other Than Personal Services	10,954	11,505	10,067	12,355	7,143	(2,923)
TOTAL	\$32,244	\$30,464	\$28,238	\$31,052	\$26,432	(\$1,806)
Funding						
<i>City Funds</i>			27,519	30,262	25,735	(1,784)
<i>Other Categorical</i>			0	96	0	0
<i>Capital- IFA</i>			239	315	319	80
<i>Intra City</i>			480	379	378	(102)
TOTAL	\$32,244	\$30,464	\$28,238	\$31,052	\$26,432	(\$1,806)
Headcount						
Full-time Positions	242	224	207	195	186	(21)

**The difference of Fiscal 2015 Adopted Budget compared to Fiscal 2016 Preliminary Budget.*

The Division's proposed budget for Fiscal 2016 includes PS funding totaling \$19.3 million to support 186 full-time positions. City tax-levy funding accounts for over 97 percent of the Division's Fiscal 2016 proposed budget. In Fiscal 2016, a headcount modification eliminated several positions while maintaining funding levels.

Division of Human Capital

The Division of Human Capital manages the City's central personnel agency responsible for attracting the most qualified candidates for employment, consistent with the State Constitution, civil service law, and equal employment laws. The agency administers open and competitive examinations; conducts background investigations of prospective employees; classifies positions and certifies lists of eligible applicants for positions; provides citywide recruitment and training; and administers the City's Equal Employment Opportunity (EEO) programs.

	2013	2014	2015	Preliminary		*Difference
<i>Dollars in Thousands</i>	Actual	Actual	Adopted	2015	2015	2015-2016
Spending						
Personal Services Subtotal	\$ 19,430	\$ 20,473	\$ 22,707	\$23,139	\$22,048	(659)
Other Than Personal Services	5,778	4,596	6,413	9,037	6,568	155
TOTAL	\$25,209	\$25,069	\$29,120	\$32,176	\$28,616	(\$505)
Funding						
<i>City Funds</i>			25,723	27,753	25,145	(577)
<i>Other Categorical</i>			0	159	0	0
<i>Federal - Other</i>			2,000	2,111	2,074	74
<i>Intra City</i>			1,397	2,153	1,396	(1)
TOTAL	\$25,209	\$25,069	\$29,120	\$32,176	\$28,616	(\$505)
Headcount						
Full-time Positions	235	223	239	261	261	22

*The difference of Fiscal 2015 Adopted Budget compared to Fiscal 2016 Preliminary Budget.

The Division's proposed budget for Fiscal 2016 includes PS funding totaling \$22 million to support 261 full-time positions. City tax-levy funding accounts for 87.7 percent of the Division's Fiscal 2016 proposed budget. The Division receives an annual \$2 million federal grant for a college work study program. The large increase in headcount in the Preliminary Plan since Fiscal 2015 Adoption can be attributed to the creation of an Office of Citywide Recruitment and an Office of Workforce Development which were created for recruiting and retaining City employees.

Performance Measures

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Applications received for open competitive civil service exams	112,906	75,825	74,700	*	*	26,061	124,274
★ Exams administered on schedule (%)	100%	100%	100%	100%	100%	100%	100%
★ Median time from exam administration to list establishment (days)	489	344	441	360	360	439	244
★ City employees attending training sessions	15,177	17,057	20,052	15,000	15,000	5,707	7,282

According to the PMMR, during the first four months of Fiscal 2015 the number of applications received for open competitive civil service exams increased dramatically when compared to the same period of Fiscal 2014. This increase stems from DCAS' effort to offer exams on a more frequent basis through the City's Computer-Based Testing and Application Centers. In addition,

the Citywide Training Center's move to its new Manhattan Municipal Building location made attendance more convenient.

Division of Administration and Security

The Division of Administration and Security supports payroll and timekeeping, general administrative functions, and the agency's personnel and disciplinary units. In addition, the Division is charged with affirmative claims, which seeks compensation for automobile accidents involving city-owned vehicles. The Division also oversees security at various city-owned buildings.

	2013	2014	2015	Preliminary		*Difference
<i>Dollars in Thousands</i>	Actual	Actual	Adopted	2015	2015	2015-2016
Spending						
Personal Services	\$5,800	\$5,205	\$5,361	\$8,765	\$9,080	\$3,719
Other Than Personal Services	12,146	14,349	14,635	15,239	15,160	526
TOTAL	\$17,946	\$19,554	\$19,996	\$24,004	\$24,240	\$4,244
Funding						
City Funds			19,679	23,701	23,990	4,311
Other Categorical			0	45	0	0
Capital- IFA			67	0	0	(67)
Intra City			250	258	250	0
TOTAL	\$17,946	\$19,554	\$19,996	\$24,004	\$24,240	\$4,244
Headcount						
Full-time Positions	77	76	77	125	125	48

**The difference of Fiscal 2015 Adopted Budget compared to Fiscal 2016 Preliminary Budget.*

The Division's proposed budget for Fiscal 2016 includes PS funding totaling \$9 million to support 125 full-time positions. City tax-levy funding accounts for nearly 99 percent of the Division's Fiscal 2016 proposed budget. The budgeted headcount for Fiscal 2016 increased by 48 positions when compared to the Fiscal 2015 Adopted Budget.

External Publications and Retail

The Division of External Publications and Retail publishes the City Record, the Green Book, the City Building Code, the City Charter, and other City publications. It designs, typesets, and prepares graphic art for the City Record publications, citywide newsletters, and projects for DCAS and other City agencies.

	2013	2014	2015	Preliminary		*Difference
<i>Dollars in Thousands</i>	Actual	Actual	Adopted	2015	2015	2015-2016
Spending						
Personal Services	1,100	1,103	1,064	1,492	1,578	513
Other Than Personal Services	3,339	1,571	822	1,174	895	73
TOTAL	\$4,439	\$2,674	\$1,886	\$2,667	\$2,473	\$586
Funding						
City Funds			1,886	2,667	2,473	586
TOTAL	\$4,439	\$2,674	\$1,886	\$2,667	\$2,473	\$586
Headcount						
Full-time Positions	15	15	19	21	21	2

**The difference of Fiscal 2015 Adopted Budget compared to Fiscal 2016 Preliminary Budget.*

The Division's proposed budget for Fiscal 2016 includes PS funding totaling \$1.6 million to support 21 full-time positions. The proposed budget for Fiscal 2016 does not include \$1 million for the publishing of the City Record which is funded on a year to year basis. DCAS has proposed generating budget savings by publishing the City Record exclusively online. This requires a change in State law which states that portions of the City Record must be published in print.

Board of Standards and Appeals

The Board of Standards and Appeals (BSA) processes applications and conducts hearings on appeals for zoning variances and loft conversions. Although the budget for the BSA is housed within DCAS' budget, the BSA is an independent entity and the Commissioner of DCAS has limited authority over its proceedings.

	2013	2014	2015	Preliminary		*Difference
<i>Dollars in Thousands</i>	Actual	Actual	Adopted	2015	2015	2015-2016
Spending						
Personal Services	1,793	1,724	1,814	1,881	1,898	84
Other Than Personal Services	489	270	573	891	734	160
TOTAL	\$2,282	\$1,994	\$2,387	\$2,772	\$2,632	\$245
Funding						
City			2,387	2,772	2,632	245
TOTAL	\$2,282	\$1,994	\$2,387	\$2,772	\$2,632	\$245
Headcount						
Full-time Positions	17	15	19	19	19	0

**The difference of Fiscal 2015 Adopted Budget compared to Fiscal 2016 Preliminary Budget.*

Division of Energy Conservation

The Division of Energy Conservation manages energy efficiency projects and programs and develops the City's annual energy budget. It also monitors energy usage and costs to City agencies.

<i>Dollars in Thousands</i>	2013	2014	2015	Preliminary		*Difference
	Actual	Actual	Adopted	2015	2015	2015-2016
Spending						
Personal Services	2,140	2,170	3,135	3,670	4,446	1,310
Other Than Personal Services	21,571	20,725	20,148	37,844	45,068	24,920
TOTAL	\$23,711	\$22,895	\$23,283	\$41,514	\$49,514	\$26,231
Funding						
City Funds			22,663	33,998	48,924	26,261
Other Categorical			80	116	80	0
Capital- IFA			540	503	510	(30)
Federal - Other			0	1,765	0	0
Intra City			0	5,132	0	0
TOTAL	\$23,711	\$22,895	\$23,283	\$41,514	\$49,514	\$26,231
Headcount						
Full-time Positions	25	26	41	52	52	11

*The difference of Fiscal 2015 Adopted Budget compared to Fiscal 2016 Preliminary Budget.

The Division's proposed budget for Fiscal 2016 includes PS funding totaling \$4.4 million to support 52 full-time positions. The Division's Fiscal 2015 budget includes \$1.8 million for the Energy Efficiency Block Grant that was part of the American Recovery and Reinvestment Act that was rolled over from Fiscal 2014. In Fiscal 2016, there is an increase of 11 positions, which can primarily be attributed to the new Mayoral initiative One City, Built to Last.

Performance Measures

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★ Estimated reduction in greenhouse gas emissions from energy retrofit/conservation projects (metric tons)	7,021	4,115	6,621	7,000	7,000	NA	NA
Energy retrofit/conservation projects completed	54	27	21	*	*	NA	NA
Energy Efficiency Reports (EER) completed	101	87	70	*	*	NA	NA
Total energy purchased (British Thermal Units) (trillions)	26.2	27.5	28.6	*	*	NA	NA
- Electricity purchased (kilowatt hours) (billions)	4.2	4.2	4.2	*	*	NA	NA
★ Estimated annual cost savings from energy retrofit/conservation projects (\$000,000)	\$2.57	\$1.84	\$2.19	\$2.31	\$2.31	NA	NA

According to the PMMR, the estimated reduction in greenhouse gas emissions in Fiscal 2015 is much closer to the target compared to Fiscal 2013. Even though the annual cost savings in Fiscal 2014 were not as much as Fiscal 2013, they were still above target.

Division of Citywide Fleet Services

The Division of Citywide Fleet Service manages the acquisition, maintenance and disposition of New York City's municipal fleet.

<i>Dollars in Thousands</i>	2014	2015	Preliminary		*Difference
	Actual	Adopted	2015	2016	2015-2016
Spending					
Personal Services	2,174	2,478	2,500	2,500	22
Other Than Personal Services	31,804	11,651	28,756	8,507	(3,144)
TOTAL	\$33,978	\$14,129	\$31,256	\$11,007	(\$3,123)
Funding					
City Funds		4,307	5,267	4,381	73
Other Categorical		1,169	1,169	1,169	0
Federal - Other		0	2,496	0	0
Intra City		8,653	22,323	5,457	(3,196)
TOTAL	\$33,978	\$14,129	\$31,256	\$11,007	(\$3,123)
Headcount					
Full-time Positions	24	29	29	29	0

The Division's proposed budget for Fiscal 2016 includes PS funding totaling \$2.5 million to support 29 full-time positions. In the Preliminary Plan, intra-city transfers from other agencies account for 61.2 percent of the Division's total funding in Fiscal 2015 and is used for citywide expenses for fuel and auto parts. Intra-city funding for Fiscal 2016 has yet to be fully recognized as agency needs vary from year to year.

Created in Fiscal 2014, the Division of Citywide Fleet Services, led by the City's Chief Fleet Management Officer, is leading an effort to share and improve services and achieve cost efficiencies across the City's ten major fleet operations. In total, an estimated \$700 million is spent annually on fleet repair, fueling and procurement. The Division is working on specific initiatives in fuel tracking, car share, parts contracting, assisting with improvements to auto auctions, and biodiesel use as part of this effort.

Performance Measures

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★ Hybrid or alternative fuel vehicles in the citywide fleet (%)	28%	41%	57%	55%	55%	50%	57%
Vehicles with highest emission ratings purchased pursuant to Local Law 38 (%)	98%	94%	99%	95%	95%	NA	NA

During the reporting period, the percentage of hybrid or alternative fuel vehicles in the citywide fleet is up seven percent when compared to the same timeframe last year. This is due to a major expansion of biodiesel and alternative fuel use during the first four months of Fiscal 2014. Fifty seven percent of the citywide fleet is now hybrid or alternative fuel vehicle.

DCAS Capital Program

The Preliminary Capital Commitment Plan includes \$1.48 billion in Fiscal 2015-2018 for DCAS-managed capital projects (including City and non-City funds). This represents three percent of the City's total \$44.7 billion Preliminary Plan for Fiscal 2015-2018. DCAS manages both citywide and agency specific capital projects, therefore its capital program includes funding across several capital program areas.

Because the majority of capital projects span multiple fiscal years, it is common practice for an agency to roll unspent capital funds into future fiscal years. It is assumed that a significant portion of the agency's Fiscal 2015 Capital Plan will be rolled into Fiscal 2016, thus increasing the size of the Fiscal 2015-2018 Capital Plan.

DCAS Capital Program					
(\$ in Thousands)	Fiscal 2015	Fiscal 2016	Fiscal 2017	Fiscal 2018	Fiscal 2015-2018
ADMIN FOR CHILDREN'S SERVICES	1,042	0	0	0	1,042
CORRECTION	95	539	0	0	634
COURTS	213,329	90,031	61,330	47,273	411,963
DEP EQUIPMENT	6,000	0	0	0	6,000
DEPARTMENT FOR THE AGING	344	0	0	0	344
DOITT DP EQUIPMENT	17	0	0	0	17
ECONOMIC DEVELOPMENT	175	160	0	0	335
EDP EQUIP & FINANC COSTS	302,594	36,691	61,143	61,443	461,871
FIRE	2,136	0	0	0	2,136
HEALTH	252	0	0	0	252
HEALTH & HOSPITALS CORP.	5,000	0	0	0	5,000
HUMAN RESOURCES	46,101	0	0	0	46,101
POLICE	8,477	8,553	0	0	17,030
PUBLIC BUILDINGS	135,706	183,417	91,615	93,498	504,236
REAL PROPERTY	5,764	5,070	5,116	5,237	21,187
SANITATION	650	0	0	0	650
WATER POLLUTION CONTROL	234	0	0	0	234
TOTAL	\$727,916	\$324,461	\$219,204	\$207,451	\$1,479,032

Courts

The Preliminary Capital Commitment Plan includes \$411.9 million in Fiscal 2015-2018 for DCAS-managed courts capital projects, including \$99.8 million for the renovation of the Manhattan Court Facility at 100 Centre Street. Total funding for courts decreased nearly \$7 million since Adoption.

Funding for courts projects is managed in collaboration with the Dormitory Authority of New York State, a public benefit corporation serving the citizens of New York State through construction and financing programs. 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.

Citywide Equipment and Other Citywide Capital Needs

DCAS' Capital Program for Fiscal 2015-2018 includes \$461.8 million to purchase equipment and services and fund energy efficiency and sustainability projects. The majority of this funding resides in lump sum project lines and funding is transferred from these lines as needs are identified.

Large scale funding in Fiscal 2015-2018 for this program area include:

- **Energy Efficiency and Sustainability.** Planned commitments total \$213.1 million for energy efficiency and sustainability measures and building retrofits citywide. The goal of these projects is to achieve the PlaNYC citywide greenhouse gas reduction goals. DCAS is currently working on over 70 energy efficiency projects across multiple agencies.
- **NYC Resiliency Initiative.** Planned commitments total \$146.7 million for citywide resiliency measures and \$78.7 million for agency-specific facility and operational protective measures. This funding is allocated to increase the resiliency of infrastructure and buildings citywide as part of the City's comprehensive plan to create a more resilient New York City in the wake of Superstorm Sandy, with a long-term focus on preparing for and protecting against the impacts of climate change.

Public Buildings

DCAS' Capital Program for Fiscal 2015-2018 includes \$504.2 million for the rehabilitation and renovation of city-owned office space and leased space, legal mandates and correction of unsafe conditions. The majority of funding in this program area resides in lump sum project lines as specific projects have yet to be identified.

Large scale funding in Fiscal 2015-2018 for this program area include:

- **Legally Mandated Work.** Planned commitments of approximately \$81.5 million for legally mandated work that ensures compliance with Local Law 5 (fire and life safety).
- **Renovation of 253 Broadway.** Planned commitments totaling \$35.3 million for renovations of City offices along with façade and roof repairs at 253 Broadway.

Real Property

The Preliminary Capital Commitment Plan includes \$21.2 million in Fiscal 2015-2018 for the City's Real Property capital program. The overwhelming majority of this funding is allocated for pier and bulkhead reconstruction.

Agency Projects Managed by DCAS

DCAS' Capital Program for Fiscal 2015-2018 includes \$79.8 million for capital projects specific to other City agencies.

Large scale funding in Fiscal 2015-2018 for agency projects managed by DCAS include:

- **Human Resources Administration (HRA) Move to 4 World Trade Center.** Planned commitments totaling \$44.4 million related to HRA's planned move to 4 World Trade Center.

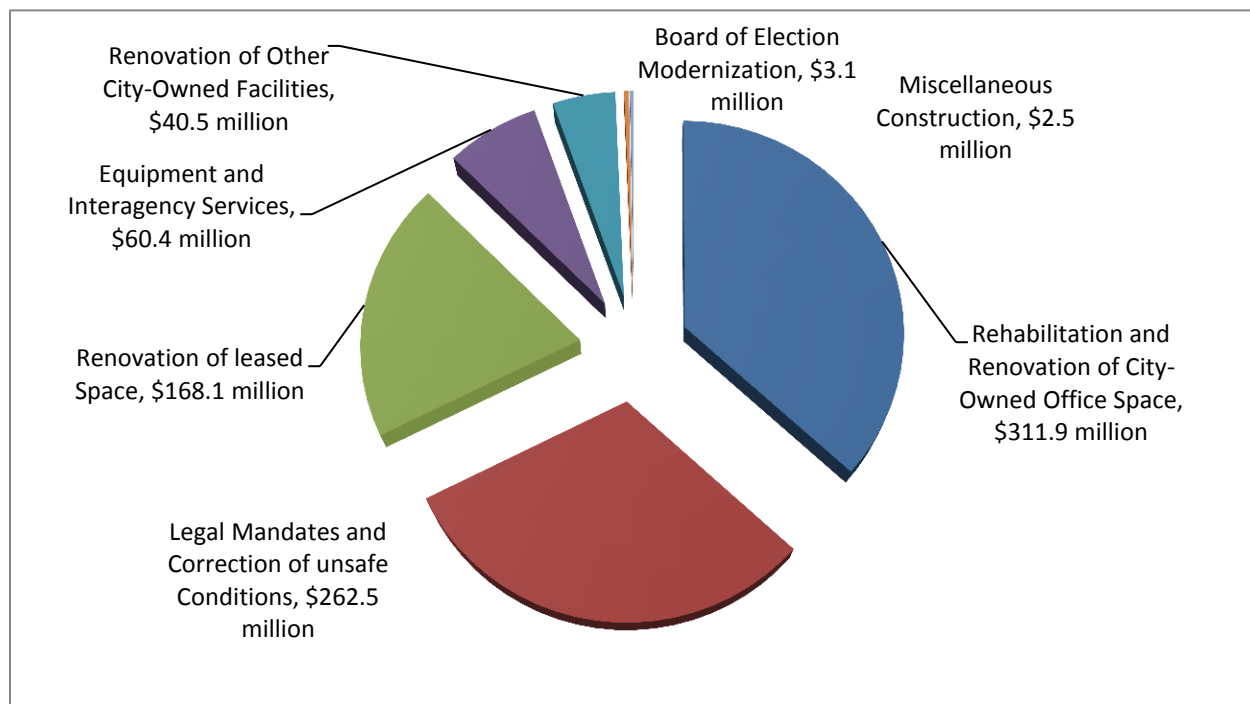
- **NYPD Relocation – New Sites.** DCAS has planned commitments totaling \$16.2 million for relocation and renovation costs for the NYPD at four sites. Those sites are located in Manhattan, Staten Island and two in Brooklyn.

2016-2025 Preliminary Ten-Year Capital Strategy

DCAS is the principal support agency for the City of New York and is responsible for the maintenance of public buildings, the maintenance and reconstruction of piers and bulkheads, and the procurement of goods and services for City agencies.

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

DCAS Preliminary Ten-Year Capital Spending Areas



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

Rehabilitation and Renovation of City-Owned Office Space. The Preliminary Ten-Year Capital Strategy provides \$311.9 million for the rehabilitation and renovation of city-owned office space. Included are major rehabilitation projects for exterior stabilization; mechanical, plumbing, and

electrical systems; heating, ventilation, and air conditioning (HVAC) systems; and boiler plant replacements at selected buildings, Citywide. The Preliminary Ten-Year Capital Strategy provides \$20.5 million for the renovations of the Manhattan Municipal Building, \$14.2 million for the Brooklyn Municipal Building, \$13 million for the Queens Borough Hall, and \$5.1 million for the Bergen Building in the Bronx. Funding is also provided for projects at 345 Adams, Brooklyn (\$47.5 million) and 253 Broadway, Manhattan (\$33.8 million), as well as for agencies relocating as a result of the 21st Century Civic Center Plan (\$32.7 million).

Legal Mandates and Correction of Unsafe Conditions. The correction of code violations and compliance with legal mandates represents \$262.5 million of the Preliminary Ten-Year Capital Strategy. Legally mandated work will include \$170.5 million for projects that ensure compliance with Local Law 5 (fire and life safety), \$50 million for fuel tank replacement and remediation citywide, \$19 million for Americans With Disabilities Act projects, and \$14 million for Local Law 11 façade repairs.

Renovation of Leased Space. The Preliminary Ten-Year Capital Strategy provides \$168.0 million for leased space renovations. Funding is primarily for agency office consolidations and office space needs when City-owned facilities are not available. The Preliminary Ten-Year Capital Strategy provides \$26.1 million for Department of Finance leased space in Brooklyn, \$5.7 million for agencies relocating from 346 Broadway to leased space as a result of the Civic Center Plan, and \$2.2 million for the planned new Computer Based Testing & Applications Centers in Queens.

Equipment and Interagency Services. The Preliminary Ten-Year Capital Strategy provides \$60.4 million for the DCAS information systems infrastructure, including projects for an Inventory Management System (\$11.8 million) and the Computerized Maintenance Management System (\$3.7 million).

Renovation of Other City-Owned Facilities. The Preliminary Ten-Year Capital Strategy provides \$40.5 million for renovation of other City-owned facilities, including \$33 million for facility remediation and construction for the Taxi and Limousine Commission in Woodside, Queens.

Board of Elections Modernization. The Preliminary Ten-Year Capital Strategy provides \$3.1 million for Board of Elections modernization, including \$1.2 million for new office space in Kew Gardens, Queens.

Miscellaneous Construction. The Preliminary Ten-Year Capital Strategy provides \$2 million for construction in non-City owned facilities, including \$1 million for renovations at the Bedford Union Armory and \$1 million for the Solar 2 Green Energy, Arts & Education Center.

Appendix A: Budget Actions in the November and Preliminary Plans

<i>Dollars in Thousands</i>	FY 2015			FY 2016		
	City	Non-City	Total	City	Non-City	Total
DCAS Budget as of Adopted 2015 Plan	\$236,186	\$915,916	\$1,152,102	\$224,034	\$910,194	\$1,134,228
New Needs						
Asset Management Upgrades	3,834	0	3,834	1,350	0	1,350
BSA Space Expansion	80	0	80	160	0	160
CityStore Code Books	352	0	352	73	0	73
Civil Service Compliance	3,296	0	3,296	963	0	963
Fleet Upgrades	974	0	974	371	0	371
IT and Information Systems	175	0	175	844	0	844
One City, Built to Last	11,875	0	11,875	26,609	0	26,609
BSA Office Space Renovations	238	0	238	0	0	0
Civil Service Compliance HC and Funding	108	0	108	215	0	215
Human Capital Offices	251	0	251	501	0	501
Immigration	2,020	0	2,020	0	0	0
Intra City Fuel Purchases	0	3	3	0	3	3
Procurement IT Developer	50	0	50	100	0	100
Vehicle Fuel	0	42	42	0	42	42
Vehicle Repairs	0	68	68	0	68	68
TOTAL, New Needs	\$23,253	\$113	\$23,366	\$31,186	\$113	\$31,299
Other Adjustments						
Misc City Adjustments	5,083	0	5,083	3,146	0	3,146
Other Categorical Grants and Adjustments	0	547	547	0	0	0
Federal Funding	0	4,686	4,686	0	(1,013)	(1,013)
Intra-City Adjustments	0	24,679	24,679	0	(604)	(604)
Capital IFA	0	635	635	0	630	630
State Adjustments	0	3,242	3,242	0	1,253	1,253
TOTAL, Other Adjustments	\$5,083	\$33,789	\$38,872	\$3,146	\$266	\$3,412
TOTAL, All Changes	\$28,336	\$33,902	\$62,238	\$34,332	\$379	\$34,711
DCAS Budget as of Preliminary 2016 Plan	\$264,522	\$949,818	\$1,214,340	\$258,366	\$910,573	\$1,168,939

Appendix B: Fiscal 2016 Contract Budget

Category	Number	FY 2015 Budgeted	Number	FY 2016 Budgeted
Cleaning Services	9	\$108,115	9	\$108,115
Contractual Services - General	10	\$7,452,705	10	\$27,910,619
Data Processing Equipment Maintenance	9	\$666,035	8	\$452,253
Maintenance and Operation of Infrastructure	2	\$4,417,887	2	\$4,540,781
Maintenance and Repairs - General	49	\$10,592,598	49	\$9,628,848
Maintenance and Repairs - Motor Vehicle Equip	8	\$2,307,419	8	\$2,570,419
Office Equipment Maintenance	8	\$172,707	7	\$86,207
Printing Services	6	\$722,692	6	\$722,692
Prof. Services - Accounting Services	1	\$1,000	1	\$1,000
Prof. Services - Computer Services	6	\$597,183	6	\$996,883
Prof. Services - Other	11	\$973,958	11	\$973,958
Security Services	10	\$14,745,524	11	\$20,029,594
Telecommunications Maintenance	5	\$7,600	5	\$7,600
Temporary Services	8	\$372,186	8	\$372,186
Training Program for City Employees	11	\$635,873	11	\$554,373
Transportation Services	3	\$116,129	3	\$116,129
Total:	156	\$43,889,611	155	\$69,071,657

DCAS' Fiscal 2016 Contract Budget totals \$69 million for 155 contracts accounting for less than one percent of the City's \$12.4 billion contract budget. Contracts for security service and general maintenance and repair comprise more than half of the Department's contract budget as DCAS is responsible for the maintenance and protection of City-owned infrastructure.

Local Law 129 of 2005 created the NYC Minority and Women-Owned Business Enterprise program (M/WBE). The program is designed to promote City government contracting and subcontracting opportunities for businesses certified as minority and women-owned with a real and substantial presence in New York City and surrounding counties.