

# THE COUNCIL OF THE CITY OF NEW YORK

Hon. Corey Johnson  
Speaker of the Council

Hon. Fernando Cabrera  
Chair, Committee on Governmental Operations



Report of the Finance Division on the  
Fiscal 2019 Preliminary Budget and the  
Fiscal 2018 Preliminary Mayor's Management Report for the  
**Department of Citywide Administrative Services**

March 19, 2018

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## Department of Citywide Administrative Services Overview

The Department of Citywide Administrative Services (DCAS) ensures that City agencies have the critical resources and support needed to provide the best possible services to the public.

### Program Areas



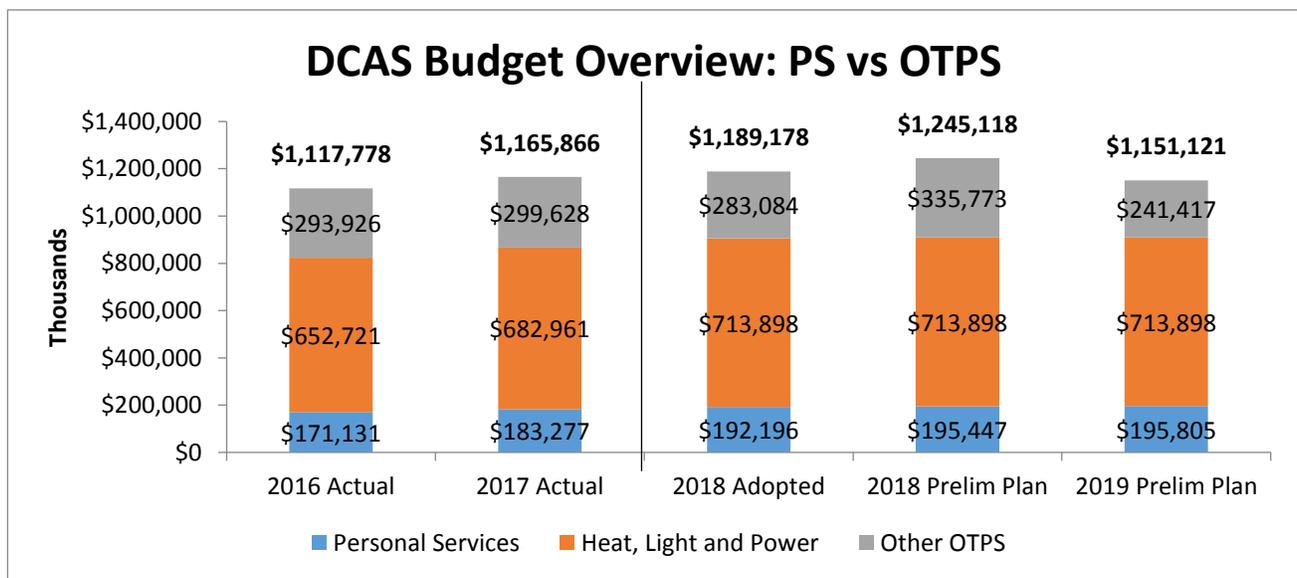
### DCAS' activities include:

- Supporting City agencies' workforce needs in recruiting, hiring and training City employees;
- Establishing and enforcing uniform procedures to ensure equal employment opportunity for employees and job candidates at City agencies;
- Providing overall facilities management, including security, maintenance and construction services for tenants in 55 public buildings;
- Purchasing, selling and leasing non-residential real property;
- Purchasing goods and select services; inspects and distributes supplies and equipment;
- Disposing of all surplus and obsolete goods;
- Monitoring City agency fleets and the City's overall compliance with fleet purchasing laws and environmental goals;
- Establishing, auditing and paying utility accounts that serve 80 agencies and more than 4,000 buildings.

## Fiscal 2019 Preliminary Budget Highlights

The Department of Citywide Administrative Service’s Fiscal 2019 Preliminary Budget totals \$1.2 billion, including \$196 million Personal Services (PS) funding to support 2,466 full time positions. \$713.9 million of DCAS’ budget is allocated for the Citywide Heat, Light and Power bill, which DCAS pays for other agencies and is discussed in more details in the section “Citywide Heat, Light, and Power” in this report. Approximately 63 percent of DCAS’ budget is funded through Intra-city transfers, which finance DCAS’ payment of the Citywide Heat, Light and Power bill, DCAS’ procurement of goods and services for other agencies, and other services provided to other city agencies. Approximately 24 percent of DCAS’ budget is City tax-levy funding, with the majority of remaining funding coming from State and Other Categorical sources. DCAS’ budget is subdivided into 18 units of appropriation (U/As), a Personal Services and Other Than Personal Services (OTPS) U/A for each of the Department’s 9 program areas.<sup>1</sup>

Figure 1



The Department of Citywide Administrative Service’s Fiscal 2019 Preliminary Budget is \$38.1 million less than its Fiscal 2018 Adopted Budget of \$1.3 billion. This is due to the absence of funding for the private school security guards reimbursement program, as well as rollovers in OTPS funding from Fiscal 2017 to Fiscal 2018 for specific projects managed by the Energy Management, Asset Management and Human Capital Divisions.

### Highlights of DCAS’ Fiscal 2019 Preliminary Budget

- New Needs.** Since the adoption of the Fiscal 2018 Plan, the Department of Citywide Administrative Services has identified \$17.5 million in new needs for Fiscal 2018 and \$8.7 million in new needs for Fiscal 2019, including for a Staten Island civil service exam center, the computerized maintenance management system (CMMS) business analyst team, and the basement apartments program.

<sup>1</sup> Units of Appropriation are the subdivisions of the City Expense Budget that the City Council votes upon.

- **Citywide Savings Program.** The Department of Citywide Administrative Services will generate budget savings of \$925,000 in Fiscal 2018 and \$2.9 million in Fiscal 2019 as part of the Citywide Savings Program introduced in the November 2017 and Fiscal 2019 Preliminary Plans, from PS savings at the Board of Standards and Appeals, increased payments from the New York State Energy Research & Development Authority from generating solar energy, and other savings.
- **Miscellaneous Revenue.** The Financial Plan projects that the Department of Citywide Administrative Services will generate Miscellaneous Revenue totaling \$64.3 million in Fiscal 2019, including \$43.1 million from Commercial Rents.
- **Contract Budget.** DCAS' Fiscal 2019 Contract Budget totals \$57 million for 156 contracts accounting for six percent of the Agency's Fiscal 2019 OTPS budget.
- **Citywide Heat, Light and Power.** The Citywide Heat, Light and Power Fiscal 2019 Preliminary Budget totals \$713.9 million, representing 62.1 percent of DCAS' overall Fiscal 2019 Budget.
- **Preliminary Mayor's Management Report (PMMR) Highlights.** Notable performance metrics reported by the Department of Citywide Administrative Services in the 2018 PMMR include the following:
  - ✓ Cumulative estimated reduction in greenhouse gas emissions from all energy projects (metric tons);
  - ✓ Median time from exam administration to exam results completion (days); and
  - ✓ Average number of bidders per bid (*procurement of goods and services*)

## Financial Plan Summary

**Table 1**

<b>DCAS Expense Budget</b>						
<i>Dollars in Thousands</i>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	<b>Preliminary Plan</b>		<b>**Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>FY18</b>	<b>FY19</b>	<b>FY18 - FY19</b>
Personal Services	\$171,131	\$183,277	\$192,196	\$195,447	\$195,805	\$3,610
Other Than Personal Services	946,647	982,589	996,982	1,049,671	955,316	(41,667)
<b>TOTAL</b>	<b>\$1,117,778</b>	<b>\$1,165,866</b>	<b>\$1,189,178</b>	<b>\$1,245,118</b>	<b>\$1,151,121</b>	<b>(\$38,057)</b>
<b>Budget by Program Area</b>						
Administration and Security	\$25,430	\$42,416	\$48,176	\$48,329	\$28,884	(\$19,292)
Asset Management-Public Facilities	901,030	253,892	249,478	269,236	245,446	(4,032)
Board of Standards and Appeals	2,379	2,518	3,373	3,549	3,856	483
Citywide Fleet Services	46,071	47,988	19,209	46,276	22,183	2,974
Energy Conservation	43,456	720,786	762,107	761,095	744,803	(17,304)
Executive and Operations Support	29,577	27,750	30,900	33,234	31,421	521
External Publications and Retail Operations	2,562	2,397	2,613	3,200	3,240	627
Human Capital	26,997	28,398	36,346	40,838	33,640	(2,706)
Office of Citywide Purchasing	40,275	39,721	36,976	39,360	37,648	672
<b>TOTAL</b>	<b>\$1,117,778</b>	<b>\$1,165,866</b>	<b>\$1,189,178</b>	<b>\$1,245,118</b>	<b>\$1,151,121</b>	<b>(\$38,057)</b>
<b>Funding</b>						
City Funds			\$325,003	\$346,201	\$280,312	(\$44,691)
Other Categorical			82,066	84,094	82,182	116
Capital- IFA			1,395	1,395	1,395	0
State			54,971	57,603	55,233	263
Federal - Community Development			1,598	1,598	1,598	0
Federal - Other			2,120	2,312	2,120	0
Intra City			722,024	751,914	728,279	6,255
<b>TOTAL</b>	<b>\$1,117,778</b>	<b>\$1,165,866</b>	<b>\$1,189,178</b>	<b>\$1,245,118</b>	<b>\$1,151,121</b>	<b>(\$38,057)</b>
<b>Headcount</b>						
Full-Time Positions - Civilian	2,119	2,210	2,419	2,466	2,464	45
<b>TOTAL</b>	<b>2,119</b>	<b>2,210</b>	<b>2,419</b>	<b>2,466</b>	<b>2,464</b>	<b>45</b>

*\*\*The difference of Fiscal 2017 Adopted Budget compared to Fiscal 2018 Preliminary Budget.*

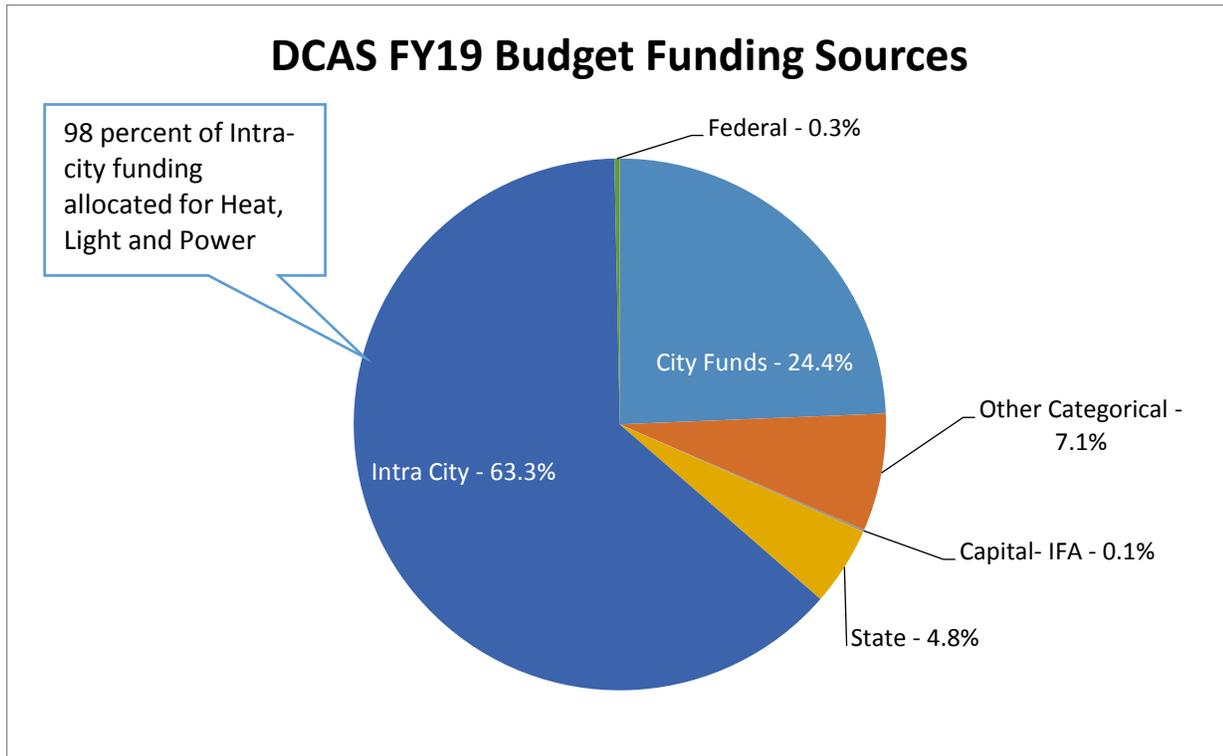
The Department of Citywide Administrative Service's Fiscal 2019 Preliminary Budget is \$38.1 million less than its Fiscal 2018 Adopted Budget of \$1.3 billion. While the Agency's Fiscal 2019 Preliminary PS budget is \$3.6 million greater than its Fiscal 2018 Adopted Budget, its OTPS budget is \$41.7 million smaller. This is primarily explained by \$17.4 million less funding for the Energy Management Division (Energy Conservation) for 80 x 50 programs to reduce the City's energy use and greenhouse gas emissions (please see the section "80 x 50" in this report for more information), the absence of \$19.8 million in funding for the private school security guards program that has yet to be included in the Fiscal 2019 Budget (please see the section "Private School Security Guards Program" in this report for more information), and reductions in funding for the Asset Management and Human Capital Divisions.

The Citywide Heat, Light and Power Budget, the City Government's heat and power utilities bill, is budgeted for \$713.9 million in Fiscal 2019, representing 62 percent of DCAS' overall Fiscal 2019 Budget. The Citywide Heat, Light and Power Budget was transferred from the Division of Asset Management to the Division of Energy Conservation in Fiscal 2017, which represents the major

swing in actual spending between the two divisions in that fiscal year. The majority of the Citywide Heat, Light and Power Budget is funded through Intra City transfers from other City agencies.

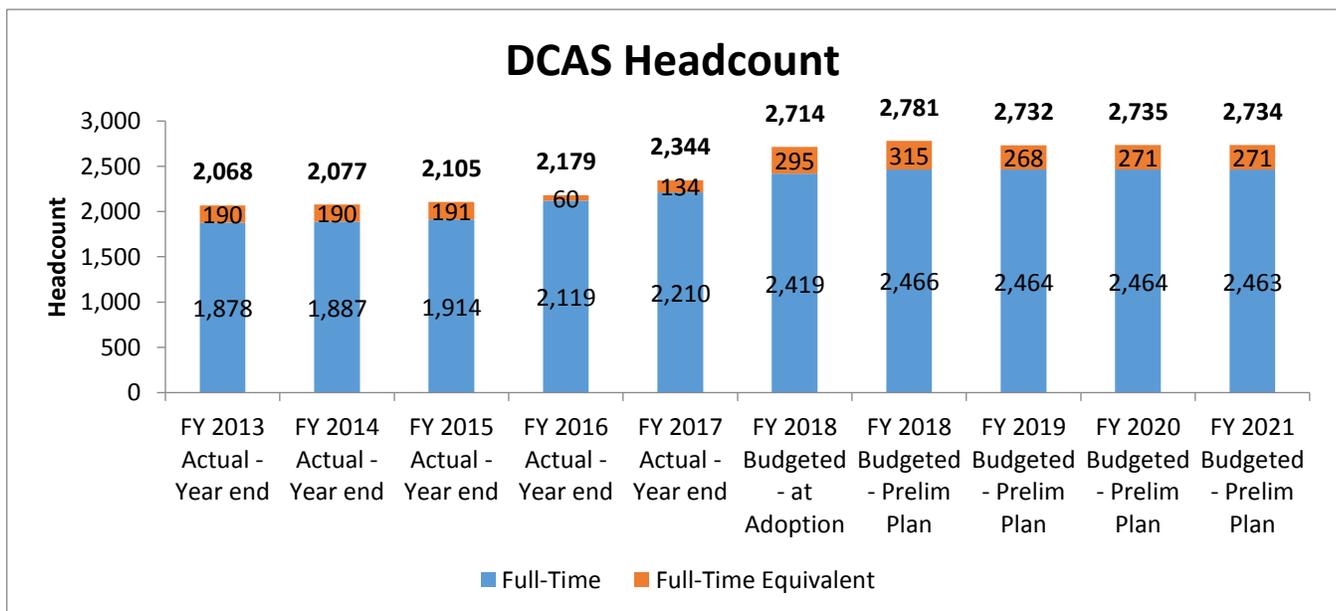
Given the substantial size of the Citywide Heat, Light and Power Budget, 63.3 percent of DCAS' budget is sourced from Intra City payments. Intra City payments also represent payments from other agencies to the Citywide Purchasing Division for the purchase of goods and services.

Figure 2



## Headcount

Figure 3

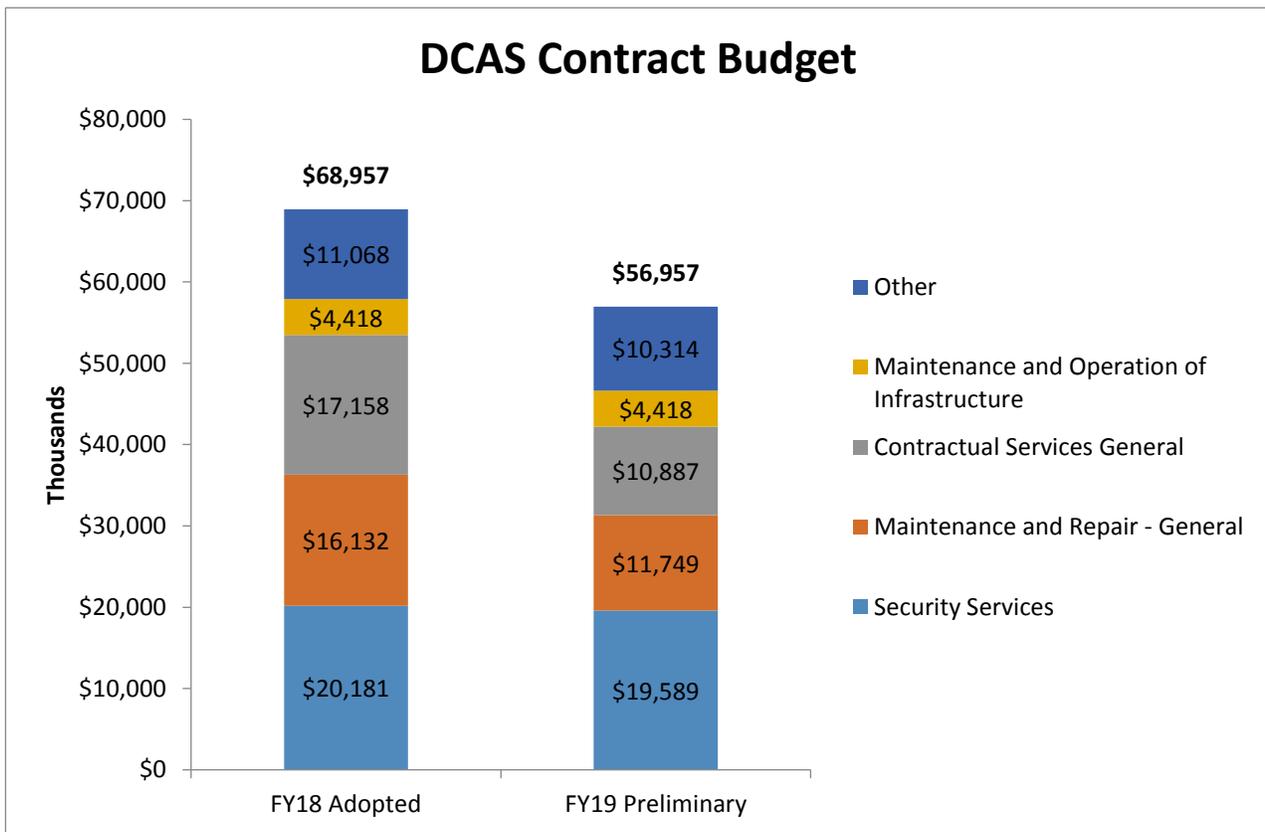


DCAS’ Fiscal 2019 Preliminary Budget provides for 2,464 full-time positions and 268 full-time equivalent positions across its nine divisions. As of December 2017, DCAS was operating with an 8.1 percent full-time staff vacancy rate. The Asset Management-Public Buildings Division is DCAS’ largest in terms of headcount, with 1,354 budgeted full-time positions, comprising 55 percent of DCAS’ full-time budgeted headcount. DCAS’ Fiscal 2019 Preliminary Budget headcount is 45 positions greater than its Fiscal 2018 Adopted Budget headcount, attributable to an increase of 24 staff for a new Staten Island Computer-Based civil service exam Testing Center, 9 staff for administrative and operational resources, 6 additional staff for the Asset Management Division’s Computerized Maintenance Management System (CMMS) Business Analyst Team, 2 new auditors for the Private School Security Guard Reimbursement program, and 1 new hire for the Board of Standards and Appeals. Please see Appendix B for more details regarding DCAS’ headcount.

### Contract Budget

The New York City Charter mandates the preparation of a Contract Budget to identify expenditures for contractual services, which are defined as any technical, consultant or personnel service provided to the City by means of a contract. The Contract Budget is actually a subset of the OTPS portion of the City’s Expense Budget. The Administration prepares a Contract Budget twice each fiscal year. The Fiscal 2019 Preliminary Contract Budget totals \$15.6 billion for procurement expenditures across all agencies.

Figure 4



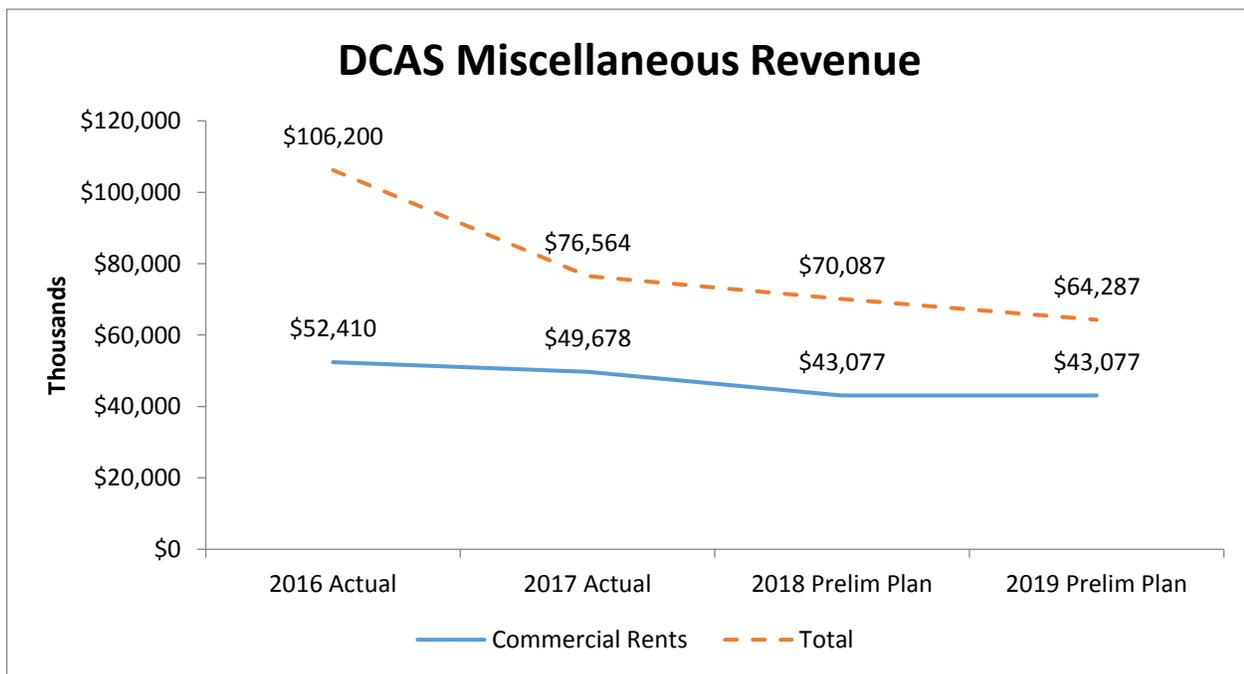
DCAS’ Fiscal 2019 Contract Budget totals \$57 million for 156 contracts accounting for six percent of the Agency’s Fiscal 2019 OTPS budget. However, when the \$713.9 million Citywide Heat, Light and Power Budget is excluded, DCAS’ Contract Budget accounts for a much greater 23.6 percent of

DCAS’ Fiscal 2019 OTPS budget. Contracts for Security Services and General Maintenance and Repair collectively make up 55 percent of DCAS’ overall Contract Budget, representing the Agency’s work maintaining and providing security for a large building stock. DCAS’ Fiscal 2019 Contract Budget is \$12 million less than its Fiscal 2018 Adopted Budget, largely due to reduced contract budgeting for the Energy Management Division to carry out projects for 80 x 50 initiatives, as well as reduced contract budgeting for building repairs and maintenance, funding for which often rises over the course of the fiscal year as greater needs arise. Please see Appendix C for more details regarding DCAS’ Contract Budget.

### Miscellaneous Revenue

DCAS generates revenue from a wide range of sources that include BSA filing fees, payments for the administration of civil service exams, revenue from the sale of city vehicles and vehicle parts, procurement card rebates, commercial rent payments from the rental of city properties to private entities, and occasionally revenues from the sale of city property. Miscellaneous revenue generated by DCAS contributes to the City’s General Fund and therefore is not a dedicated funding source for the Department.

Figure 5



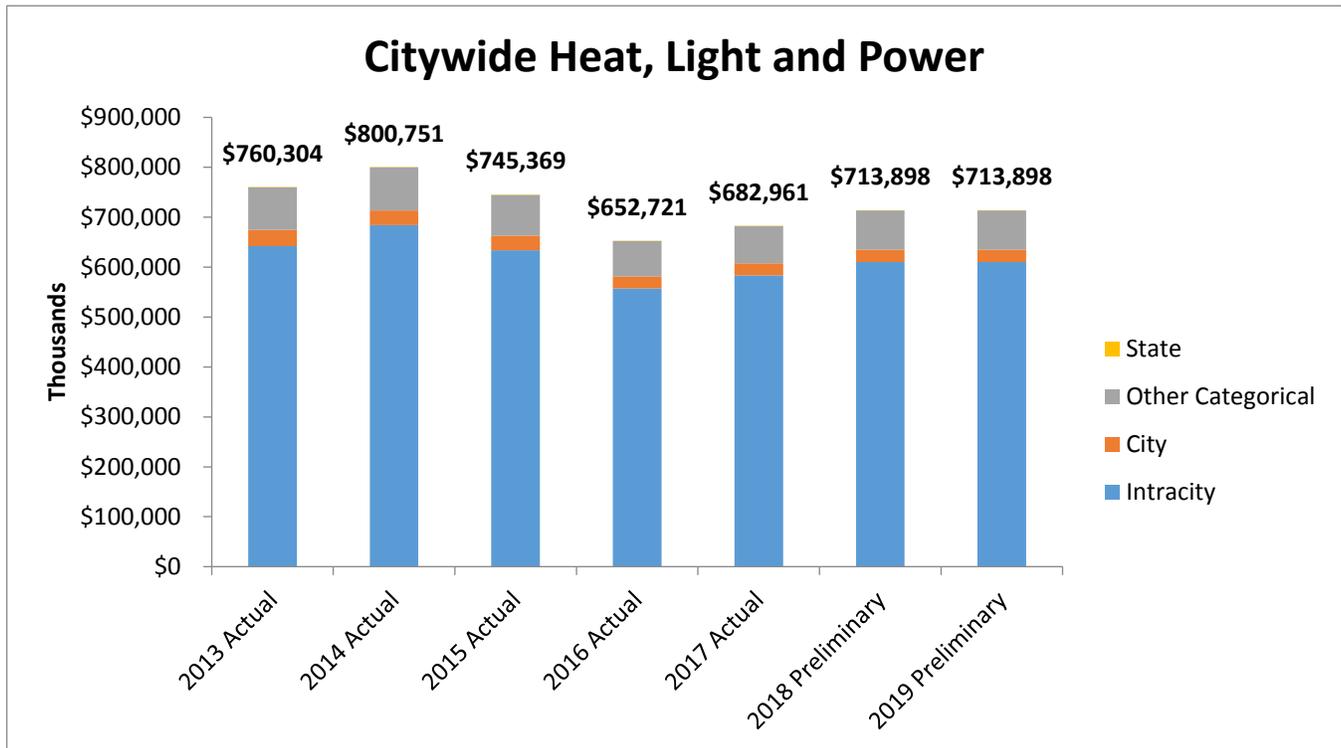
The Fiscal 2019 Preliminary Plan projects that DCAS will generate miscellaneous revenue of \$4.3 million in Fiscal 2019. DCAS’ annual miscellaneous revenue generation can vary substantially from year to year due to one-time sales of property and equipment and other non-recurring payments. In Fiscal 2017 for example, DCAS generated \$19.2 million in revenue from down payments paid towards a property sale, including \$16 million for a change in the terms of a deed restriction for 45 Rivington Street in Manhattan. Additionally, Mohawk Housing Industries prepaid \$8.8 million in Fiscal 2016 to satisfy its mortgage with the City. Excluding property sales and other non-recurring payments, commercial rent accounts for the majority of DCAS’ annual Miscellaneous Revenue, and is expected to generate 67 percent of DCAS’ miscellaneous revenue in Fiscal 2019. Please see Appendix D for more information regarding DCAS’ Miscellaneous Revenue Budget.

**Citywide Savings Program Revenue.** DCAS’ November 2017 Plan and Fiscal 2019 Preliminary Plan Citywide Savings Program includes savings both in DCAS’ expense budget and growth in the agency’s miscellaneous revenue generation. The plan credits DCAS with additional revenue generation of \$2 million in Fiscal 2018 and \$1 million in Fiscal 2019 from increased procurement card (p-card) rebates from vendors due to the City’s increased usage of p-cards. In addition, the plan credits DCAS with additional revenue of \$1.3 million in Fiscal 2018 and \$1 million in Fiscal 2019 from the administration of Qualifying Incumbent Civil Service Exams as a part of the Provisional Reduction Program (please see the section “Provisional Reduction Program” in this report for more information).

### Citywide Heat, Light, and Power

Budgeted at \$713.9 million in Fiscal 2019, the Citywide Heat, Light and Power Budget makes up 62.1 percent of DCAS’ Fiscal 2019 Preliminary Budget. HLP expenditures represent all City Agencies’ (and some non-City Agencies’) spending on electricity, natural gas heating, and steam heating. DCAS pays the collective City HLP bill, and is compensated primarily through Intra-city transfers from these agencies. DCAS also pays for the Health and Hospitals Corporation’s HLP expenses, although these transfers from HHC are considered other categorical funds, as HHC is technically not a City Agency. City funding of the HLP bill primarily represents DCAS’ paying of its own heat, light and power expenses.

Figure 6



The chart above shows actual expenditures on HLP from Fiscal 2013 through Fiscal 2017, as well as planned HLP expenditures for the current fiscal year. Expenditures vary from year-to-year based both on changes in energy consumption, as well as variables outside of the City’s control, such changes in market energy prices and weather patterns. Please see Appendix E for more details regarding the Citywide Heat, Light and Power Budget.

## Budget Issues

### Provisional Reduction Program

Provisional employees are non-classified employees hired on a provisional basis to fill competitive class titled civil service vacancies if no candidate lists have been generated. These employees are supposed to serve up to nine months in these positions before they take the appropriate Civil Service test and qualify for the position. Some of these provisional employees, however, have been employed in this capacity for many years.

The City Charter requires the DCAS Commissioner to report quarterly to the City Council on the number of provisional employees employed by the City, as well as the steps being taken by the City to reduce their numbers and the length of their services. As of the most recent quarterly report, issued on December 29<sup>th</sup> 2017, the total count of provisionals was 21,060, a decrease of 2,834 since December 2016. While the overall number of provisionals has remained relatively steady over the past several fiscal years, their share of the overall city workforce has been in decline. The primary obstacles in reducing the number of provisionals have been the creation of new civil service titles (which require new exams prior to hiring civil servants for these positions) and the fact that a number of civil service exams have not yet been automated, which lengthens the process of hiring new civil servants.

In the November 2016 Plan, DCAS included a new need of \$2.6 million in Fiscal 2018 and \$2.1 million in Fiscal 2019 and in the outyears to expand efforts to reduce the number of the City's over provisional employees. This action increased DCAS' headcount by 21 positions, including 18 positions for the Division of Human Capital and three positions for the Executive Operations Support. This money is to be used to expand DCAS' Computerized Exam Testing and Application Centers beyond the current locations in Brooklyn and Manhattan to include locations in all boroughs. A particular focus will be put on efforts to make civil service exams more accessible to those with disabilities. In addition, in the November 2017 Plan, baselined new funding of \$1.4 million and an additional 24 new positions were added to the Agency's budget for a new Staten Island Computer-Based Testing and Applications Center for civil service exams.

Currently, almost 70 percent of civil service exams have been automated. In the November 2017 Plan and Fiscal 2019 Preliminary Plan, new needs of \$2.9 million in Fiscal 2018 and \$480,000 in Fiscal 2019 were added to DCAS' budget to continue to increase this percentage. Civil service list applicants are able to know whether or not they have passed an exam immediately when an exam is automated, as opposed to having to wait 9-12 months when the exams are graded manually. DCAS estimates that automating an exam reduces the time from exam administration to list establishment by at least 3 months.<sup>2</sup> DCAS is prioritizing the order of the exams it automates based on the number of acting provisionals serving in a specific job function, the relative agency demand for specific civil service positions, and the length and scale of exams.

### 80 x 50

A subset of the Mayor's OneNYC Plan, 80 x 50 is the City's strategy to reduce the City's greenhouse gas (GHG) emissions by 80 percent by 2050 relative to 2005 levels. The plan was enacted into City law with Local Law 44 of 2014, which committed the City to this target.

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<sup>2</sup> According to the 2018 PMMR, the median time from exam administration to exam results completion was 246 days in Fiscal 2017 (please see Appendix G5 for more detail).

There are a number of programs that fall under the umbrella of 80 x 50, including: the Retrofit Accelerator, a program that assists property owners complete energy and water upgrades to their buildings free of charge; CoolRoofs, a program that offers building owners a low to no cost energy saving reflective roof options, which cut energy usage; and the NYC Carbon Challenge, in which several large institutions voluntarily agreed to reduce their GHG emissions by 30 percent or more over a 10 year period.

One major program of the 80 x 50 plan is the “One City, Built to Last” program, which aims to drastically reduce GHG emissions from City Buildings.<sup>3</sup> The two major targets of this program are:

1. To install 100 MW of solar energy capacity on City Buildings by 2025; and
2. To reduce GHG emissions from City-owned buildings by 35 percent by 2025 relative to Fiscal 2006 levels, primarily through retrofitting City-buildings to improve energy consumption efficiency;

DCAS has invested approximately \$600 million in building retrofits over the past several fiscal years, and has seen a 25 percent reduction in City-buildings GHG emissions relative to Fiscal 2006. DCAS has invested approximately \$23 million to install 8 MW of solar energy on City-buildings, but plans to substantially increase investment in upcoming years to meet the 2025 target. \$2.7 billion is allocated in the City’s Fiscal Years 2018-2027 Ten Year Capital Strategy to complete these investments.

### Citywide Savings Initiatives

The Citywide Savings Program is the City’s strategy to find savings in the Expense Budget through hiring delays, debt service payment re-estimates, operational efficiencies, amongst other means. While savings are reported by agency, there is also a section covering “Citywide Initiatives.”<sup>4</sup> While not direct savings in DCAS’ budget, DCAS plays an important role in the execution of some of these Citywide Initiatives.

### Space Management

The Space Management program is an initiative launched by DCAS in two parts during the release of the Fiscal 2018 Preliminary and Executive Budgets. The program, which is managed by DCAS’ Division of Asset Management, establishes a more thorough review process for all City Agencies’ present and future space requests, with the aim of more efficiently and less costly using the space the City owns and rents.

In the Fiscal 2018 Executive Budget, \$2.2 million was added to finance a team of 21 new DCAS staff to manage this new process by tracking the City’s real estate portfolio through a new computer platform that integrates all 37 million square feet of City leased and owned space. As a placeholder for these projected savings, the Office of Management and Budget (OMB) reduced DCAS’ Fiscal 2018 Budget by \$3 million in the Fiscal 2018 Executive Plan. In the Fiscal 2019 Preliminary Plan, this funding was restored to DCAS’ budget, and actual savings in reduced lease expenses for Fiscal 2018 were acknowledged in other agency budgets, including \$2.3 million in savings for the Department of

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<sup>3</sup> City Government GHG emissions make up less than ten percent of overall City GHG emissions. However, for both the City Government and the City as a whole, building electricity and heating systems account for approximately 2/3rds of GHG emissions, making the reduction of emissions from this source critical to the 80 x 50 plan.

<sup>4</sup> In the Fiscal 2018 Citywide Savings Plan, these were referred to “Citywide Savings.”

Finance and \$200,000 in savings for the Office of Administrative Trials and Hearings. OMB projects that the Space Management program will save City tens of millions of dollars in upcoming years as a result of reductions in lease expenses. DCAS estimates that it will spend \$1.3<sup>5</sup> million in Fiscal 2018 and \$5.2 million in Fiscal 2019 on the Space Management program.

### **Fleet Savings Initiatives**

The Fiscal 2018 and Fiscal 2019 Citywide Savings Programs include several Citywide Initiatives pertaining to the City Fleet. The Fiscal 2018 Citywide Savings Plan includes savings of \$10 million in Fiscal 2018 and \$13 million in Fiscal 2019 through Fleet Optimization. This encompasses a number of interrelated actions, including increasing usage of the Citywide car-sharing program, City fleet reduction, downsizing larger vehicles to sedans, and other measures.

The Fiscal 2019 Preliminary Citywide Savings Program includes two additional fleet-related Citywide Initiatives: Electric Vehicles and Fleet Legal Coordination. The City is expecting to save \$1.9 million in Fiscal 2019, rising to \$2.9 million by Fiscal 2022, through the continued conversion to an increasing battery powered electric vehicle fleet, which will reduce fleet fuel and maintenance costs. The City also baselines savings of \$4.8 million for Fiscal 2019 and the outyears from the improved sharing of information and coordination with the Law Department regarding the defense of automobile-related claims against the City.

### **Private School Security Guards Program**

Local Law 2 of 2016, passed by the Council in December 2015, requires the City to provide nonpublic schools with 300 or more students with unarmed security guards, with the number of eligible security guards per school a function of the number of students at the school. The program is administered by DCAS, which reimburses schools the salaries of security guards hired. In Fiscal 2018, \$19.8 million was added to DCAS' budget in the Executive Plan for this program. Funding has yet to be added for the plan in Fiscal 2019, but expected to be included in the Executive Plan. In addition, baselined funding of \$120,000 and an additional headcount of 2 positions was added to DCAS' budget in the Fiscal 2019 Preliminary Plan to finance management auditors to ensure that funding for the program is being allocated and utilized properly.

### **Program Areas**

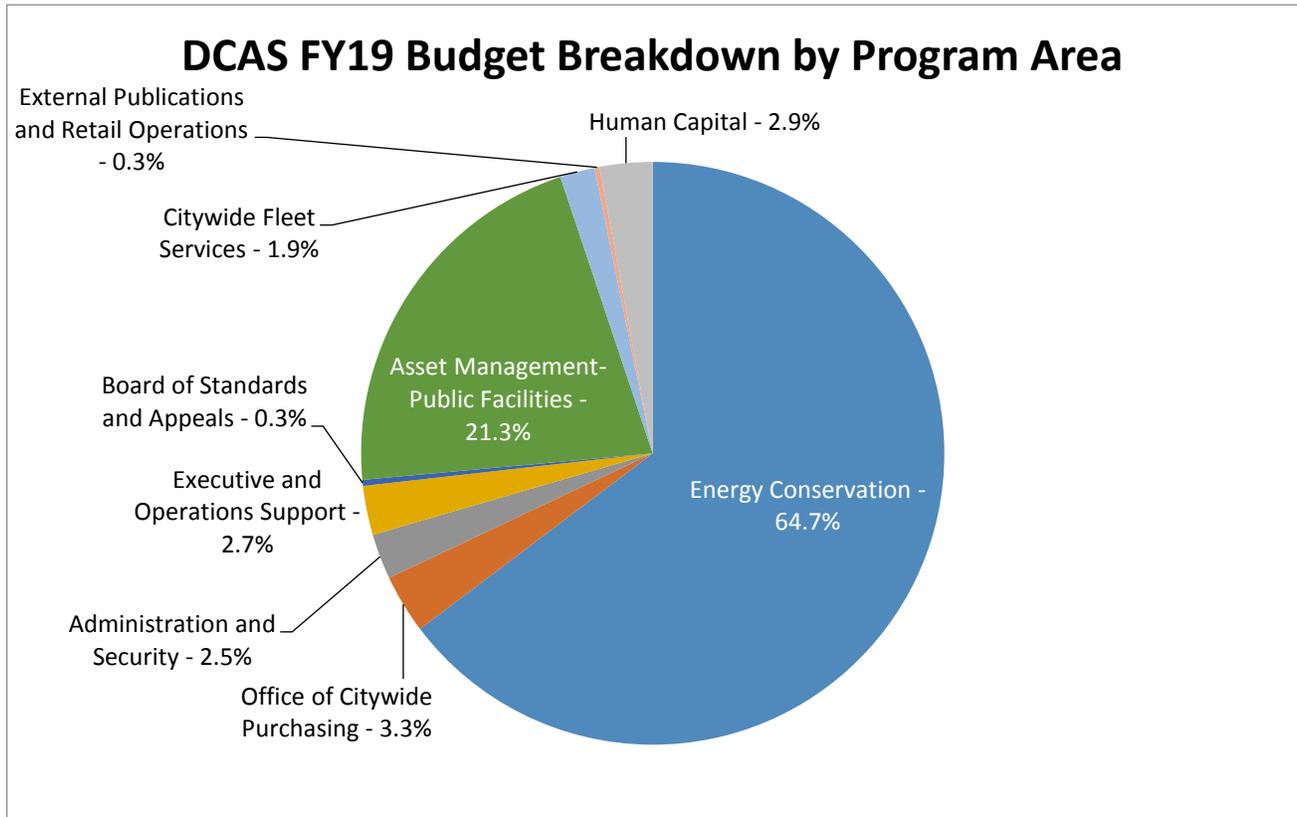
The Department of Citywide Administrative Services is organizationally split into the following Program Areas:

- Division of Administration and Security;
- Division of Asset Management – Public Facilities;
- Division of Citywide Fleet Services;
- Energy Conservation (Division of Energy Management);
- Division of Executive and Operations Support;
- Division of External Publications and Retail Operations;
- Division of Human Capital;
- Office of Citywide Purchasing;
- Board of Standards and Appeals.

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<sup>5</sup> Actual expected spending on the program for Fiscal 2018 is lower than the \$2.2 million allocated for the Space Management Team in the Fiscal 2018 Executive Budget, as DCAS has not yet fully onboarded this staff.

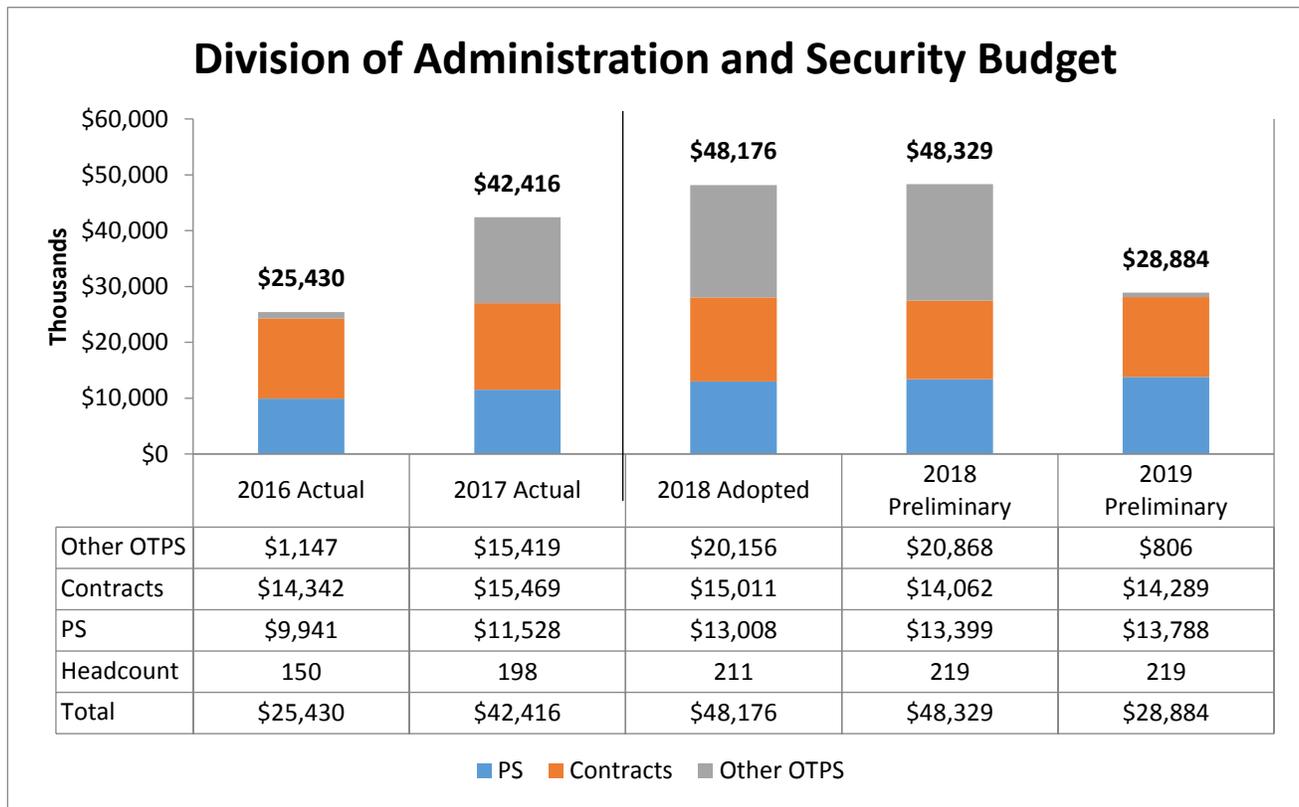
Figure 7



**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.

Figure 8



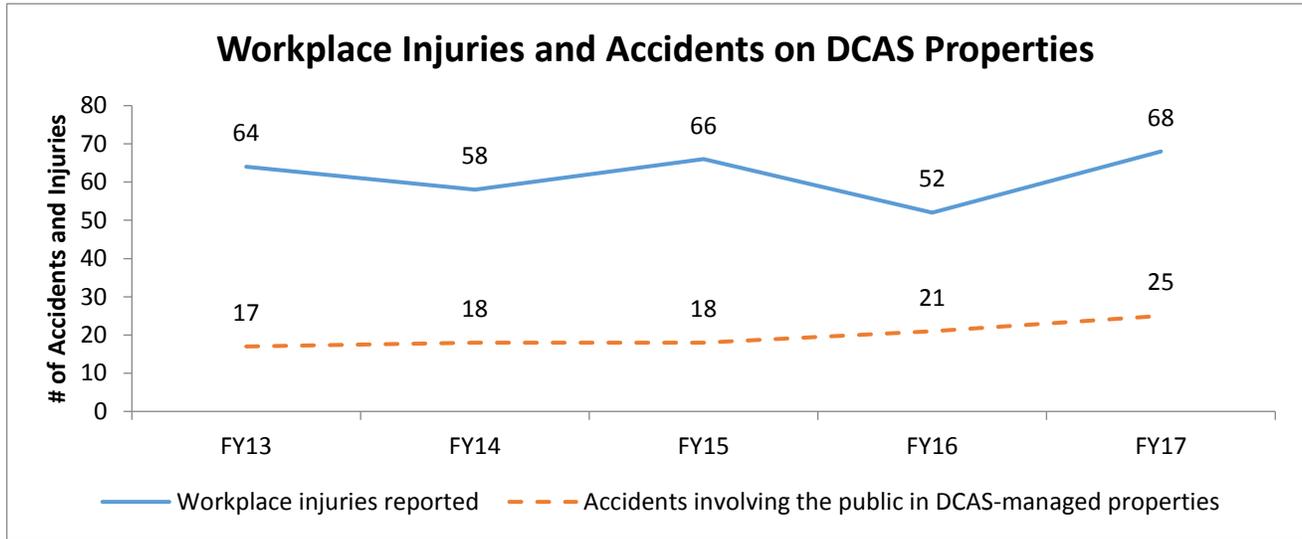
The Division of Administration and Security’s proposed budget for Fiscal 2019 totals \$28.9 million, including \$13.8 million in Personal Services funding to support 219 full-time positions. The Division accounts for 2.5 percent of DCAS’ overall budget and 8.9 percent of DCAS’ full-time headcount in Fiscal 2019. The Division of Administration and Security’s proposed Fiscal 2019 Budget is \$20.1 million less than its Fiscal 2018 Budget. This is primarily due to the fact that \$19.8 million in funding for the private school security guards program has yet to be included in the Fiscal 2019 Budget (please see the section “Private School Security Guards Program” in this report for more information). In the November 2017 Plan, new needs of \$550,000 and 10 new budgeted positions were baselined in the Division’s Budget for the operation of a new civil service exam Computer-Based Testing and Applications Center on Staten Island. Please see Appendix F1 for more details regarding the Division’s Budget.

**Financial Plan Actions Since Adoption Include**

- **Staten Island Computer-Based Testing and Applications Center.** The November 2017 Plan includes baselined funding of \$550,000 and 10 new budgeted positions for a Staten Island Computer-Based Testing and Applications Center for civil service exams;
- **PS and Overtime Reduction.** In the November 2017 Plan, the Division of Administration and Security’s baselined a reduction in Personal Services and Overtime funding of \$334,000 for the DCAS Security Team, Office of Transportation Services, and Administration.

**PMMR Performance Measures:**

*Figure 9*

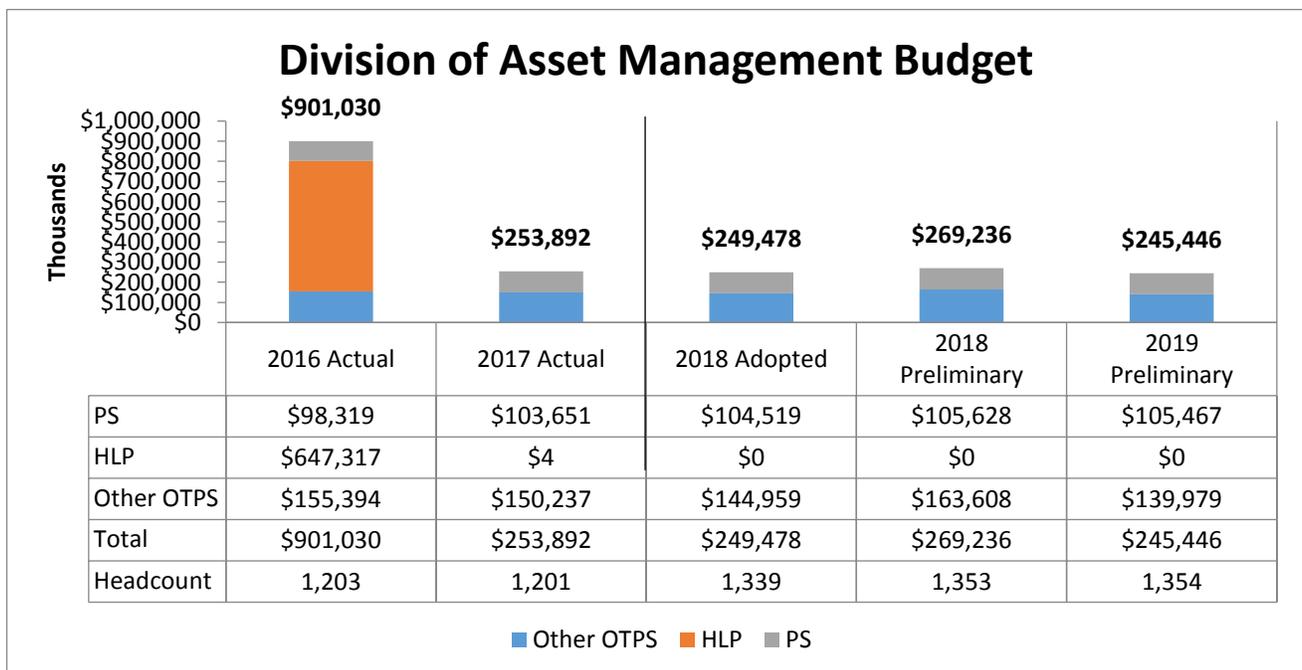


Being responsible for security at city-owned buildings, the Division of Administration and Security reports the number of workplace injuries and accidents involving the public in DCAS-managed properties. Please see Appendix G1 for a complete list of the Division’s 2018 PMMR indicators.

**Division of 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.

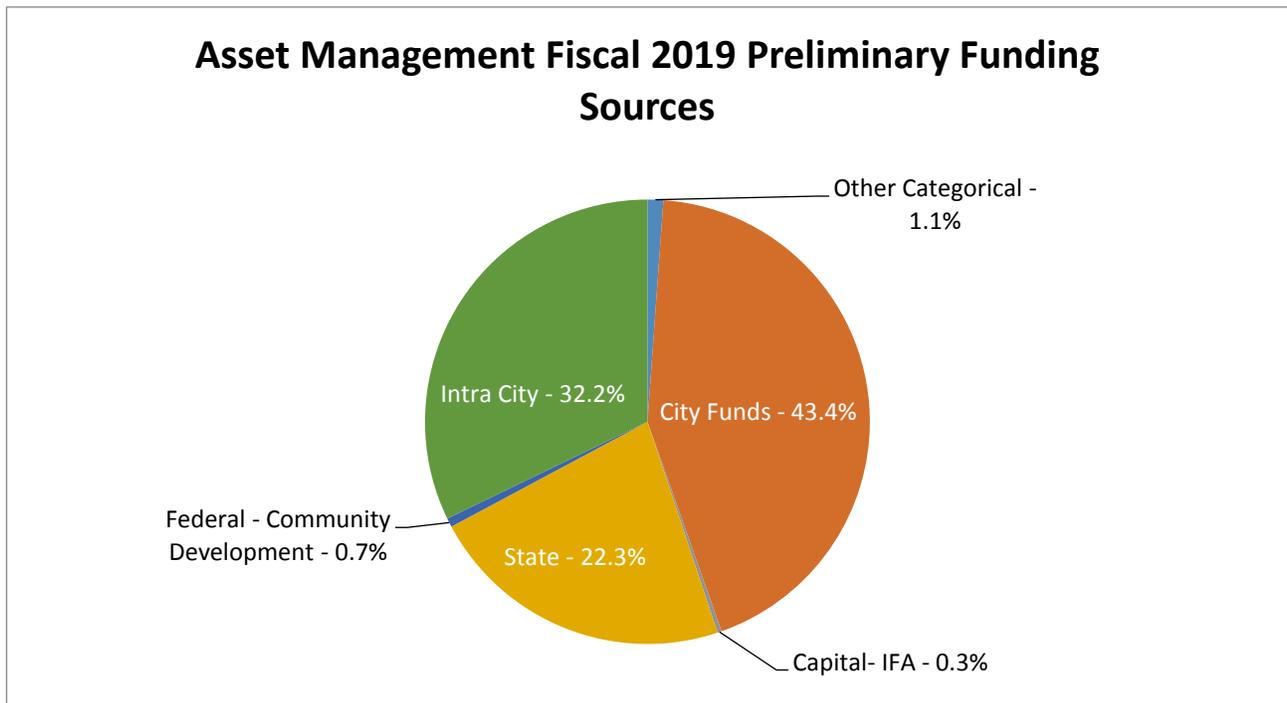
*Figure 10*



The Division of Asset Management’s proposed budget for Fiscal 2019 totals \$245.4 million, including \$105.5 million in Personal Services funding to support 1,354 full-time positions. The Division accounts for 21.3 percent of DCAS’ overall budget and 55 percent of DCAS’ full-time headcount in Fiscal 2019. In Fiscal 2017, the Division of Asset Management’s budget was sharply reduced due to the transfer of resources dedicated to the administration of the Citywide Heat, Light, and Power Budget to the Division of Energy Management.

Figure 12 below highlights the Division of Asset Management’s sources of funding. While City funding makes up the greatest share of its funding, the Division also receives substantial State and Intra City funding. State funding is largely dedicated to paying for the cleaning and maintenance of State Courts, while Intra City funding represents the rental of DCAS properties by other City agencies. Please see Appendix F2 for more details regarding the Division’s budget.

Figure 11



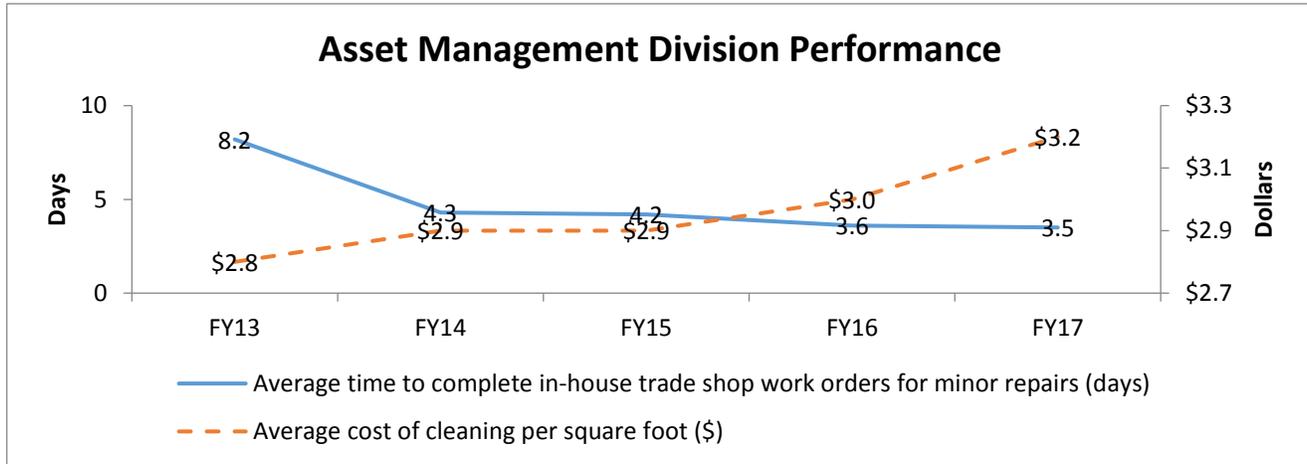
**Financial Plan Actions Since Adoption Include**

- **New Needs –November 2017 Plan.** The November 2017 Plan added new needs of \$7.6 million in Fiscal 2018, \$3.5 million in Fiscal 2019, \$1.5 million in Fiscal 2020 and \$270,000 in Fiscal 2021 to the Division’s budget. These new needs include:
  - Administrative and Operational Resources. Additional funding of \$1 million in Fiscal 2018 and \$2.1 million in Fiscal 2019 and a baselined additional headcount of 4 positions for additional resources towards the Division’s real estate operations, planning, acquisitions and leasing;
  - Capitally Ineligible Items. The addition of \$3.1 million in Fiscal 2018 and \$1.4 million in Fiscal 2019 in expense funding to pay for resources previously funded with capital dollars;

- Life Safety Measures. \$3.4 million in Fiscal 2018 to finance repairs and maintenance work at DCAS facilities that are critical to the safety of the buildings. Included is funding for asbestos removal at 100 Center Street, emergency roof repairs at various buildings, and emergency remediation and reconstruction of the 6<sup>th</sup> floor at 120 Schermerhorn, amongst other projects.
- **New Needs – 2019 Preliminary Plan.** The Fiscal 2019 Preliminary Plan added new needs of \$2.5 million in Fiscal 2018, \$1.3 million in Fiscal 2019, and \$420,000 in the outyears to the Division’s budget. These new needs include:
  - Life Safety Measures. \$2 million in Fiscal 2018 and \$914,000 in Fiscal 2019 to finance repairs and maintenance critical to safety at DCAS-managed buildings. Specifically, these projects cover the purchasing of materials to construct a new stage for elected officials’ ceremonial events, funding of façade inspections at DCAS buildings, and the repair of the fire alarm system at 1118 Grand Concourse;
  - Space Management. \$350,000 in Fiscal 2018 for the City’s Space Management Program, discussed further in the section “Space Management” in this report;
  - Lease Auditor. Baselined funding of \$70,000 and an additional headcount of 1 for an Auditor conducting Real Estate Financial Management;
  - Computerized Maintenance Management System (CMMS) Business Team. Baselined \$350,000 and 6 additional positions to headcount for the Computerized Maintenance Management System. CMMS Coordination is a new unit that is charged with centrally managing all requests for service work order across the 55 buildings that DCAS manages. The team is also responsible for managing supplies inventories and training over 1,000 facilities employees in the efficient use of the CMMS system.
- **Fiscal 2019 Preliminary Plan Citywide Savings.**
  - PS Savings of \$2 million in Fiscal 2019 from delaying the filling of positions lost to attrition by three to six months;
  - Savings of \$200,000 in Fiscal 2018 due to a re-estimate of operating expenses at 330 Jay Street, the Kings County Family Court.
- **Fiscal 2019 Preliminary Plan Other Adjustments.**
  - Funding of \$3 million in Fiscal 2018 for the Space Management Program, to restore funding that was removed from DCAS’ budget as a placeholder in the Fiscal 2018 Executive Budget (please see the section “Space Management” in this report for more detail).

**PMMR Performance Measures:**

**Figure 12**

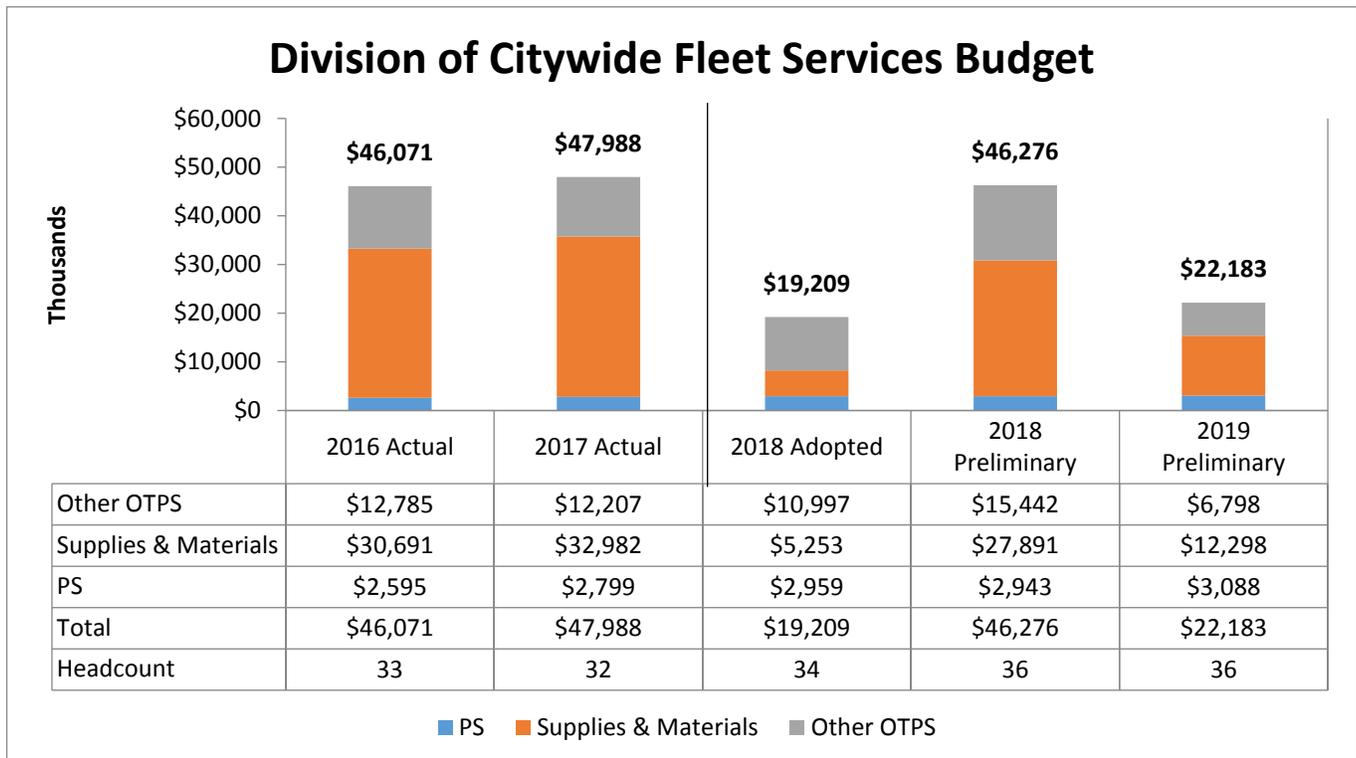


Over the past five fiscal years, the Asset Management Division has managed to notably reduce the amount of time required to address minor repairs in City-owned office buildings. DCAS expects this indicator to continue to improve as staff gains experience with an upgraded work order system implemented in January 2017. Simultaneously however, the cost of cleaning City buildings has slowly risen over the same period of time. Please see Appendix G2 for a full list of the Asset Management Division’s 2018 PMMR indicators.

**Division of Citywide Fleet Services**

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

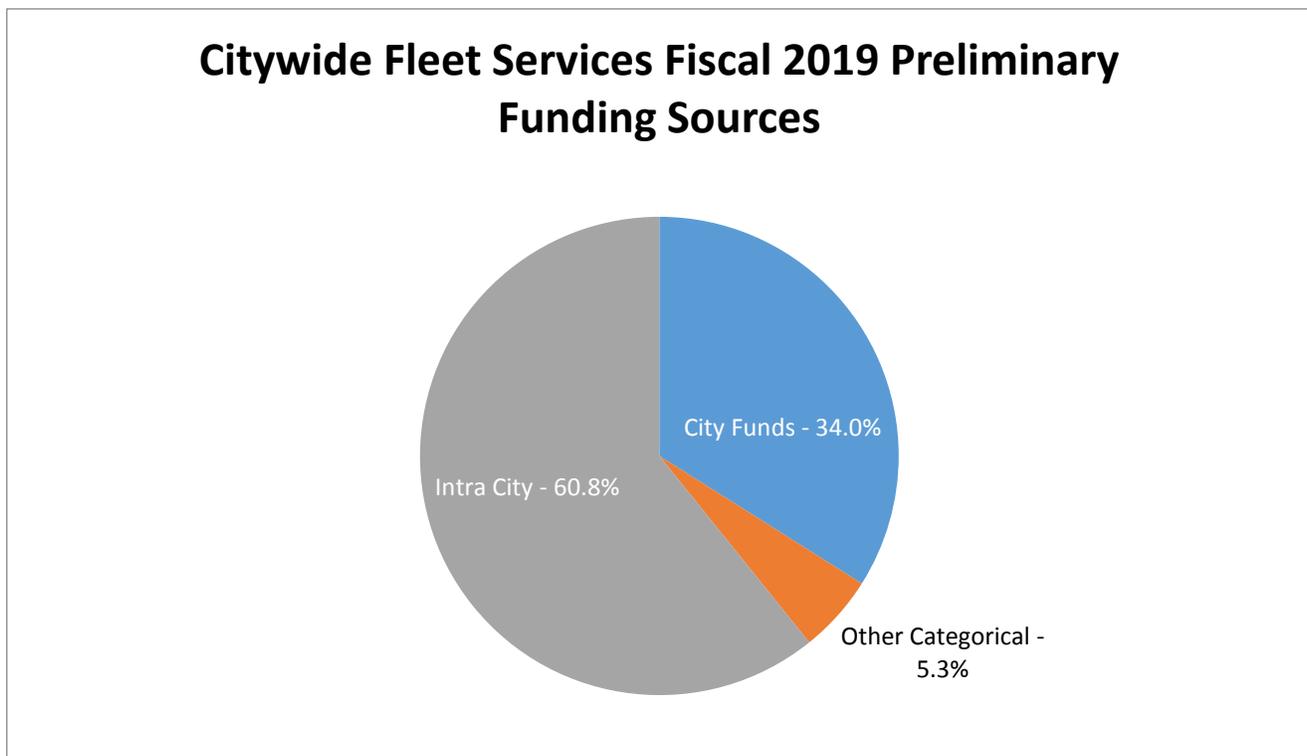
**Figure 13**



The Division of Citywide Fleet Services’ proposed budget for Fiscal 2019 totals \$22.2 million, including \$3.1 million in Personal Services funding to support 36 full-time positions. The Division accounts for 1.9 percent of DCAS’ overall budget and 1.5 percent of DCAS’ full-time headcount in Fiscal 2019.

In Fiscal 2019, Intra-city transfers from other agencies account for 60.8 percent of the Division of Fleet Services’ budget, representing the Division’s planned expenses on fuel and auto parts by vehicles in the City Fleet used by these agencies. In the Fiscal 2019 Preliminary Plan, the Division’s Fiscal 2019 Budget is substantially smaller than its Fiscal 2018 Budget. While the Division’s PS funding has remained fairly stable over the past several fiscal years, OTPS funding usually grows over the course of a fiscal year as much of the Division’s auto parts and fuel Intra City funding requirements are added to the Division’s budget as the need arises. Please see Appendix F3 for more details regarding the Division’s budget.

Figure 14



**Financial Plan Actions Since Adoption Include**

- **New Needs.** The November 2017 Plan adds new needs of \$1.6 million in Fiscal 2018, \$906,132 in Fiscal 2019, \$605,383 in Fiscal 2020 and \$607,304 in Fiscal 2021, including:
  - Administrative and Operational Resources. Baselined funding of \$150,000 and 2 positions added to headcount for the Division’s administrative operations;
  - Capitally Ineligible Items. \$130,000 in City funding in Fiscal 2018 to fund expenses ineligible for capital budget outlays;
  - IT Resources. Baselined funding of \$457,304 to pay for fleet administration IT needs.

- **Other Adjustments.**

- Vehicle Parts.

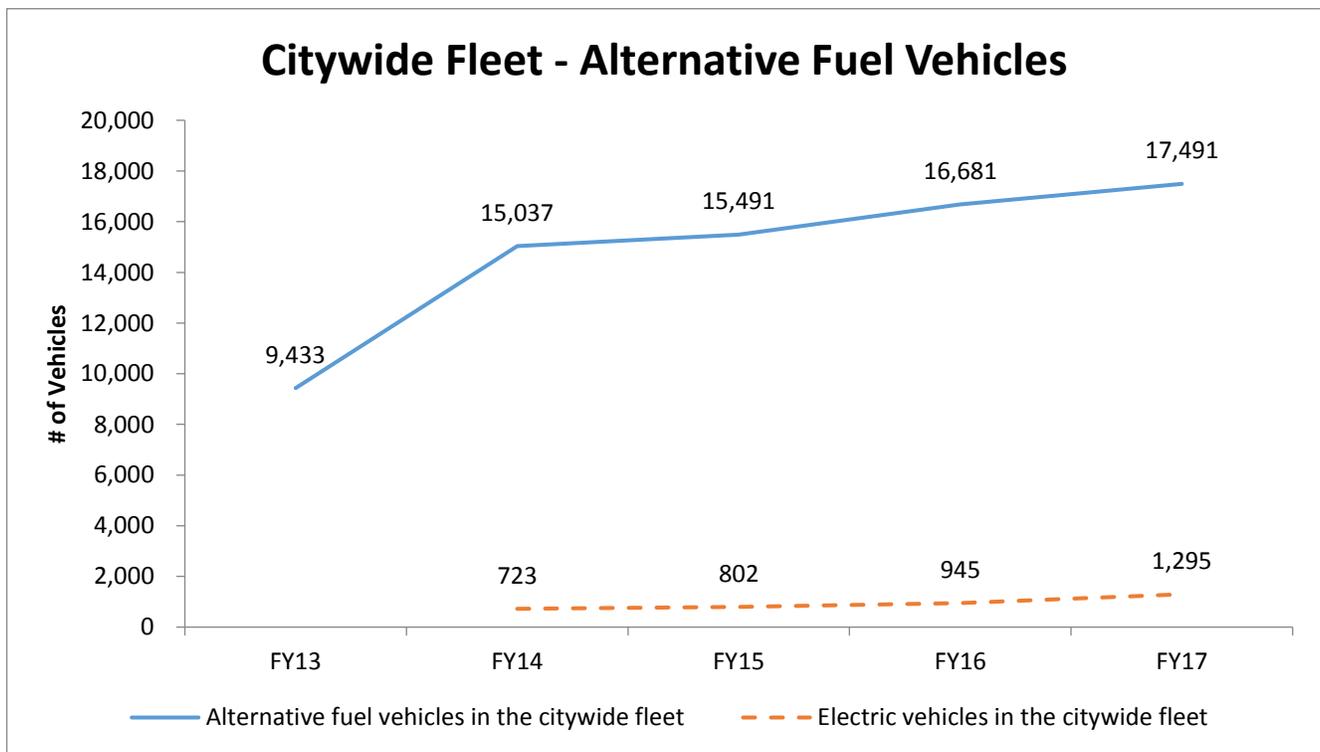
- The November 2017 Plan adds Intra City funding of \$13.4 million for Fiscal 2018 and \$7 million for Fiscal 2019 and the outyears to the Division’s budget for vehicle parts;
    - The Fiscal 2019 Preliminary Plan adds \$7.5 million to the Division’s Fiscal 2018 budget in Intra City funding for vehicle parts.

- Vehicle Maintenance.

- The November 2017 Plan adds Intra City funding of \$1.8 million for Fiscal 2018 and \$42,380 for Fiscal 2019 and the outyears to the Division’s budget for vehicle maintenance services;
    - The Fiscal 2019 Preliminary Plan adds \$528,969 to the Division’s Fiscal 2018 Budget in Intra City funding for vehicle maintenance services.

**PMMR Performance Measures:**

*Figure 15*



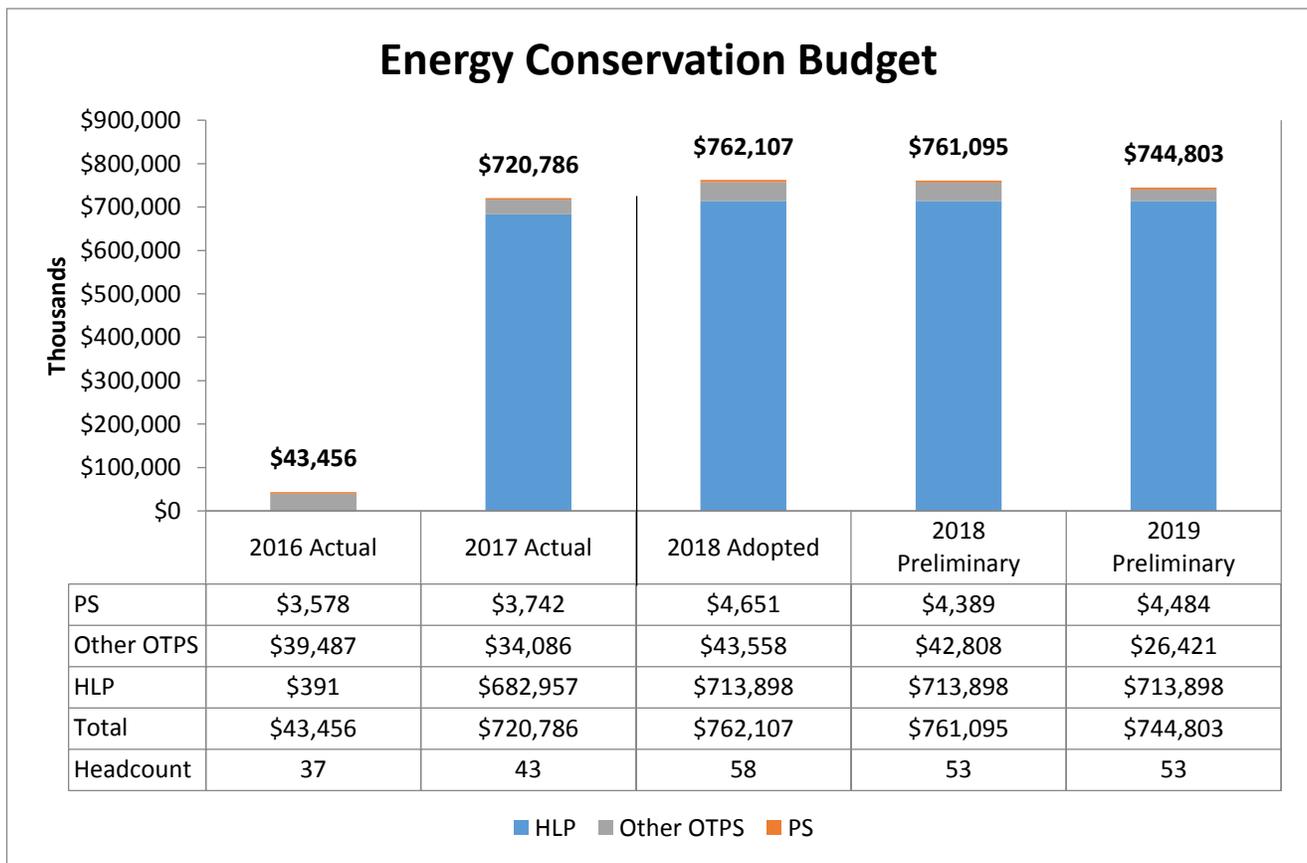
As a part of the Clean Fleet Initiative, itself a subset of the 80 x 50 program (please see the section “80 x 50” in this report for more detail), the Division of Citywide Fleet Services has a target of achieving a 50 percent reduction in greenhouse gas emissions from citywide fleet operations by 2050, relative to 2005 levels. In order to achieve this goal, the Clean Fleet Initiative also stipulates that the Division of Citywide Fleet Services add 2,000 Electric Vehicles to the fleet by 2025, and gradually increase the share of electric and other low-emissions vehicles as a proportion of the overall City fleet stock. As the chart above shows, the Division is ahead of its target in acquiring

Electric Vehicles, and is steadily increasing the number of alternative fuel vehicles in the citywide fleet. Please see Appendix G3 for a full list of the Division of Citywide Fleet Services’ 2018 PMMR indicators.

**Division of Energy Conservation**

The Division of Energy Management (Energy Conservation) manages energy efficiency projects and programs, develops the Citywide Heat, Light and power Budget, and monitors energy usage and costs to City agencies. 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.

**Figure 16**



The Division of Energy Management’s proposed budget for Fiscal 2019 totals \$744.8 million, including \$4.5 million in Personal Services funding to support 53 full-time positions. The Division is DCAS’ largest in terms of funding, accounting for 64.7 percent of DCAS’ overall budget in Fiscal 2019. However, its full-time headcount represents only 2.2 percent of the DCAS total in Fiscal 2019. This is because the Citywide Heat, Light and Power Budget makes up the majority of the Division’s budget (95.9 percent in Fiscal 2019). The major growth in the Energy Management’s budget in Fiscal 2017 represents the transfer of the Citywide Heat, Light and Power Budget from the Asset Management Division that fiscal year. The majority of the Division’s funding is sourced from Intra City payments, as the most of the Citywide Heat, Light and Power Budget is Intra City funding (please see Figure 17 below).

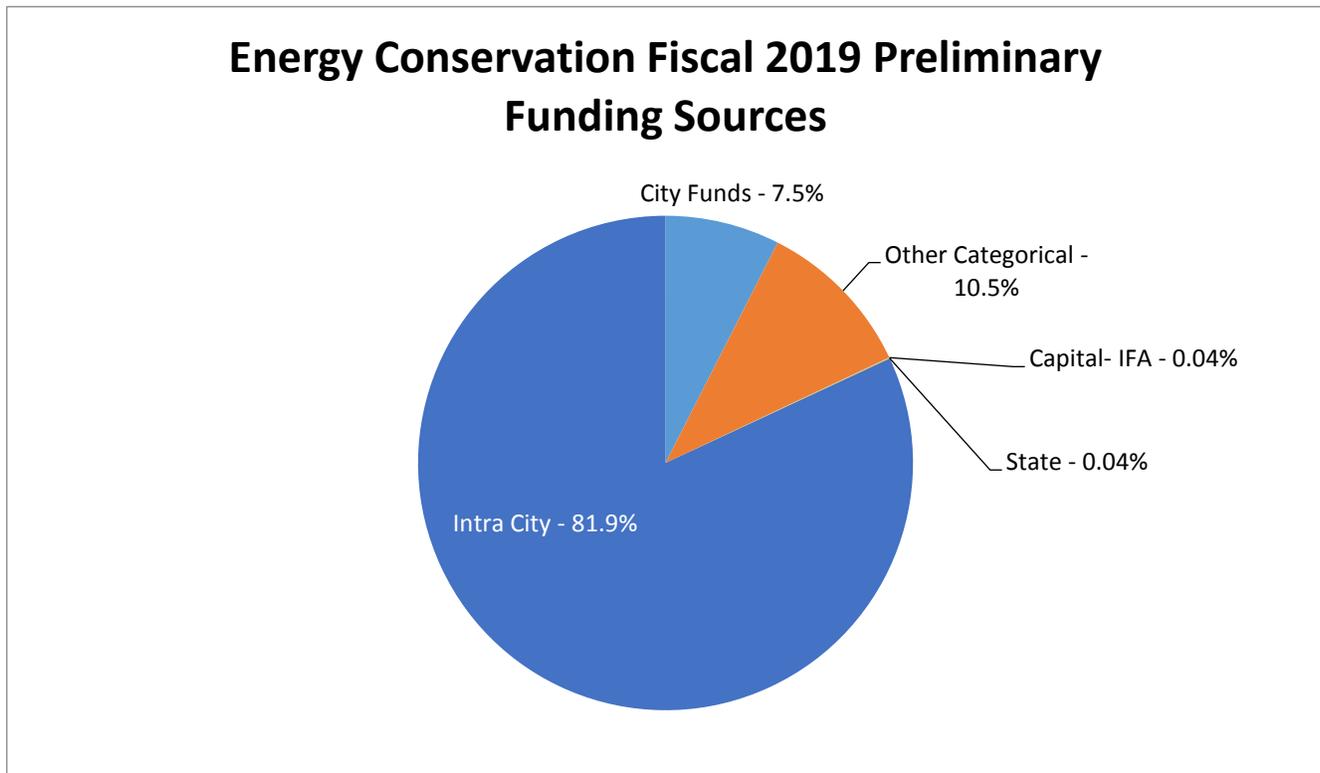
The Division’s Fiscal 2019 Preliminary Budget is \$17.4 million smaller than its Fiscal 2018 Adopted Budget. This is primarily due to \$12.6 million less funding for OneNYC projects and energy audits, as

well as \$4.8 million less funding for the Clean Heat Program. Relatively lower funding for OneNYC in Fiscal 2019 is a result of there having been \$9.7 million rolled over from Fiscal 2017 to Fiscal 2018 due to delays in the implementation of contract registrations for One City, Built to Last Projects, and due to the fact that funding allocations for energy audit projects are done on a year-to-year basis and have not yet been included in the Fiscal 2019 Budget. The relatively lower funding for the Clean Heat Program represents the winding down of this initiative.

OneNYC Mayor De Blasio’s overarching sustainability plan for New York City, including several sub-programs that DCAS is heavily involved in, most notably the 80 x 50 plan to reduce City Greenhouse Gas Emissions by 80 percent by 2050 relative to 2005 levels. DCAS’s contribution to 80 x 50 is primarily through its One City, Built to Last program, which aims to reduce greenhouse gas emissions from city-owned buildings by 30 percent by 2025 relative to 2005 through building retrofits and other energy efficiency measures on city government buildings.

Started in 2012, the Clean Heat Program aimed to reduce Greenhouse Gas Emissions from buildings by helping buildings convert their boilers from banned highly polluting heavy heating oils to less polluting fuels. The bulk of this work was done between 2012 and 2015, and the NYC Clean Heat program has subsequently transitioned into the NYC Retrofit Accelerator, a one-stop shop to aid building owners to increase the energy efficiency of their buildings, and an integral part of the 80 x 50 program (please see the section “80 x 50” in this report for more information on this program). Please see Appendix F4 for more details regarding the Division of Energy Management’s Budget.

Figure 17



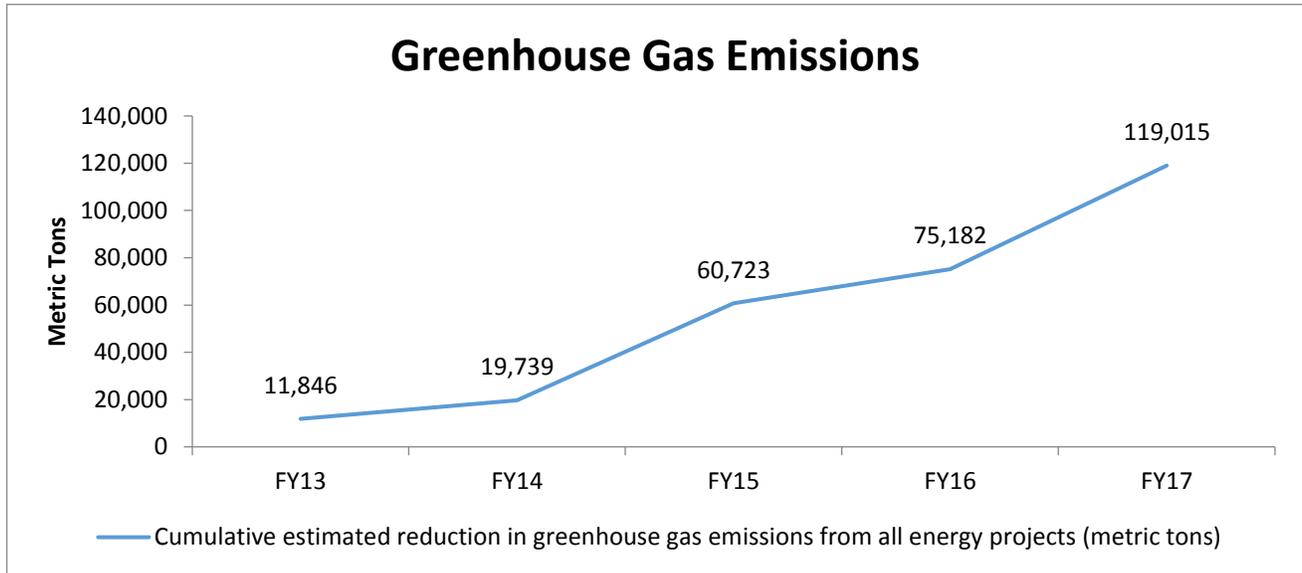
**Financial Plan Actions Since Adoption Include**

- **NYSERDA Incentive Payments.** In the Fiscal 2019 Preliminary Plan, the Division of Energy Management will receive performance based incentive payments from the New York State

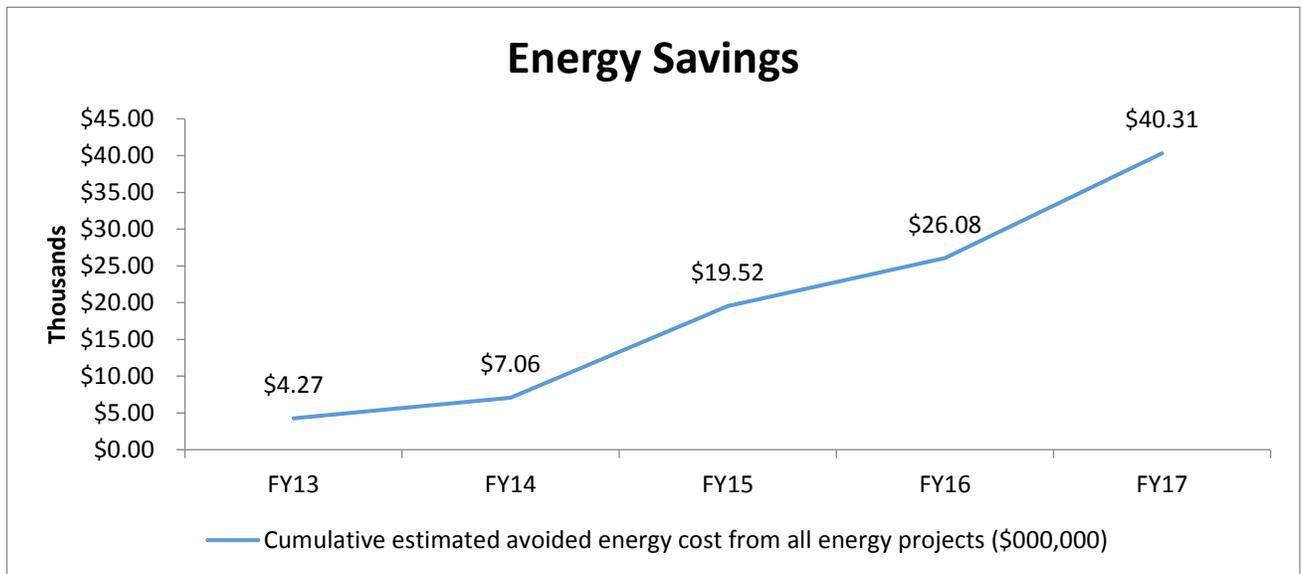
Energy Research and Development Authority (NYSERDA) of \$550,000 in Fiscal 2018 and \$750,000 in Fiscal 2019 from the generation of electricity from solar installations at 24 schools.

**PMMR Performance Measures:**

**Figure 18**



**Figure 19**

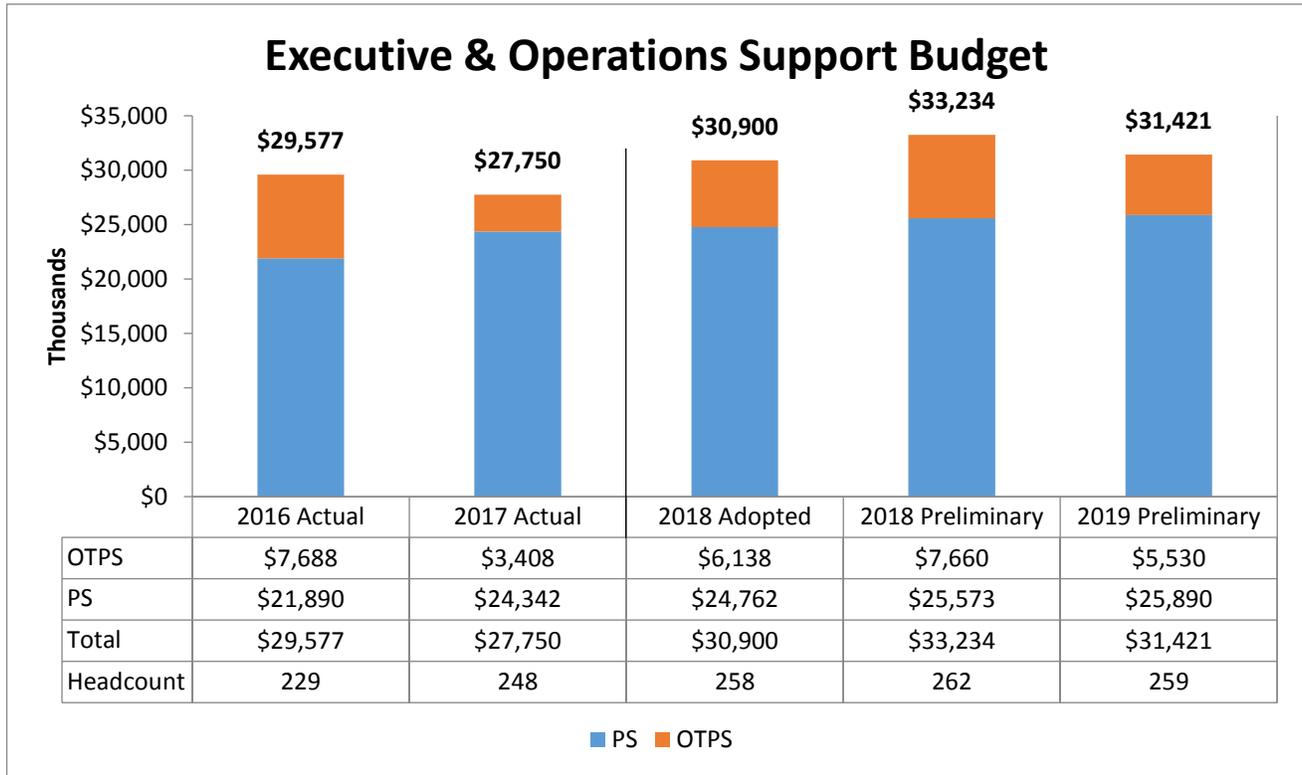


Figures 18 and 19 above highlight the Division of Energy Management’s efforts to reduce the City’s greenhouse gas emissions and energy usage. For more information on DCAS’ role in the City’s efforts to reduce energy consumption and lower greenhouse gas emissions through the 80 x 50 plan, please see the section “80 x 50” in this report. Please see Appendix G4 for a full list of the Division of Energy Management’s 2018 PMMR indicators.

**Division of 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, the Office of Fleet Transportation, and the Citywide Equal Employment Opportunity (EEO) Office.

**Figure 20**



The Division of Executive and Operations Support’s proposed budget for Fiscal 2019 totals \$31.4 million, including \$25.9 million in Personal Services funding to support 259 full-time positions. The Division accounts for 2.7 percent of DCAS’ overall budget and 10.5 percent of DCAS’ full-time headcount in Fiscal 2019. Please see Appendix F5 for more details regarding the Division’s budget.

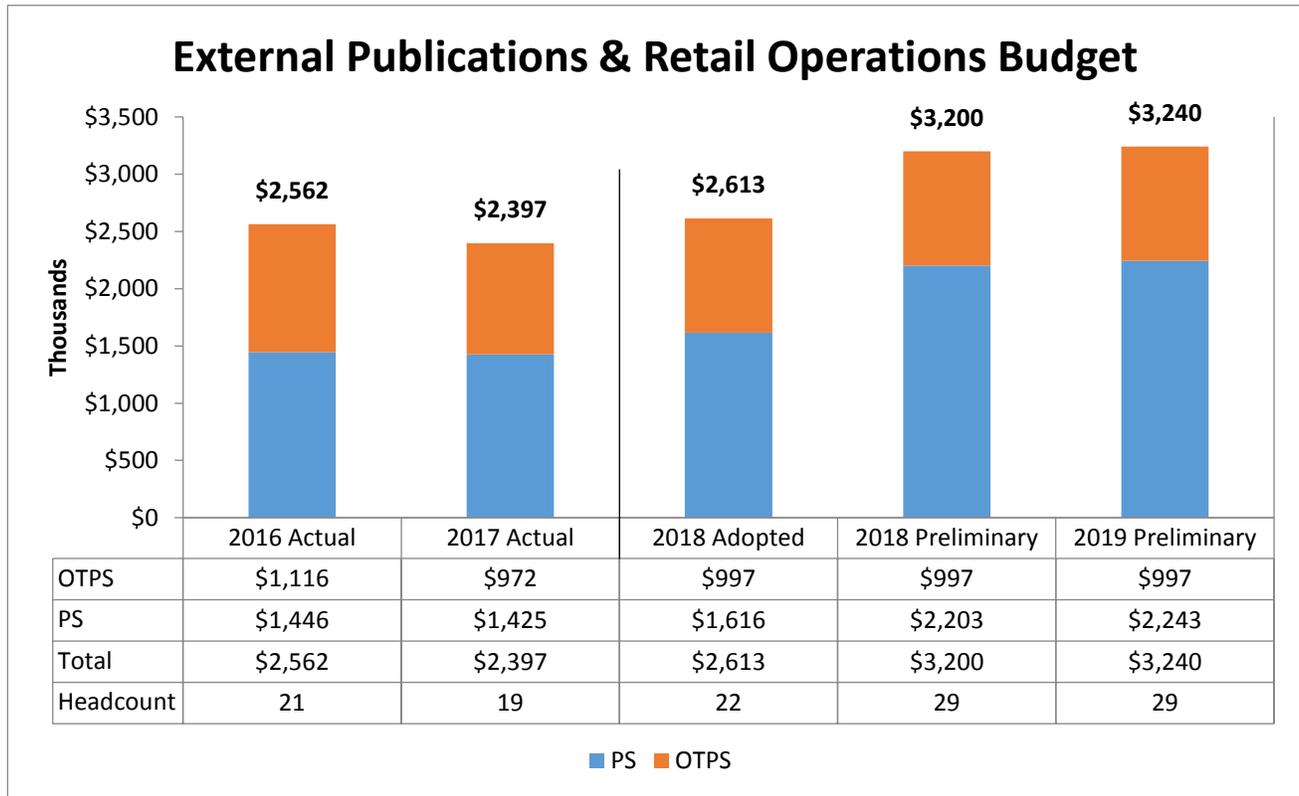
**Financial Plan Actions Since Adoption Include**

- **New Needs.**
  - IT Resources. The November 2017 Plan adds \$950,000 in Fiscal 2018 and \$300,000 in Fiscal 2019 towards additional IT resources;
  - Provisional Reduction Plan. The Fiscal 2019 Preliminary Plan adds \$50,000 in Fiscal 2018 and \$480,000 in Fiscal 2019 towards the City’s Provisional Reduction Program. Additional funding is added in the Division of Human Capital’s Budget for this program. Please see the section “Provisional Reduction Program” in this report for more information on this program.

**Division of External Publications and Retail Operations**

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.

**Figure 21**



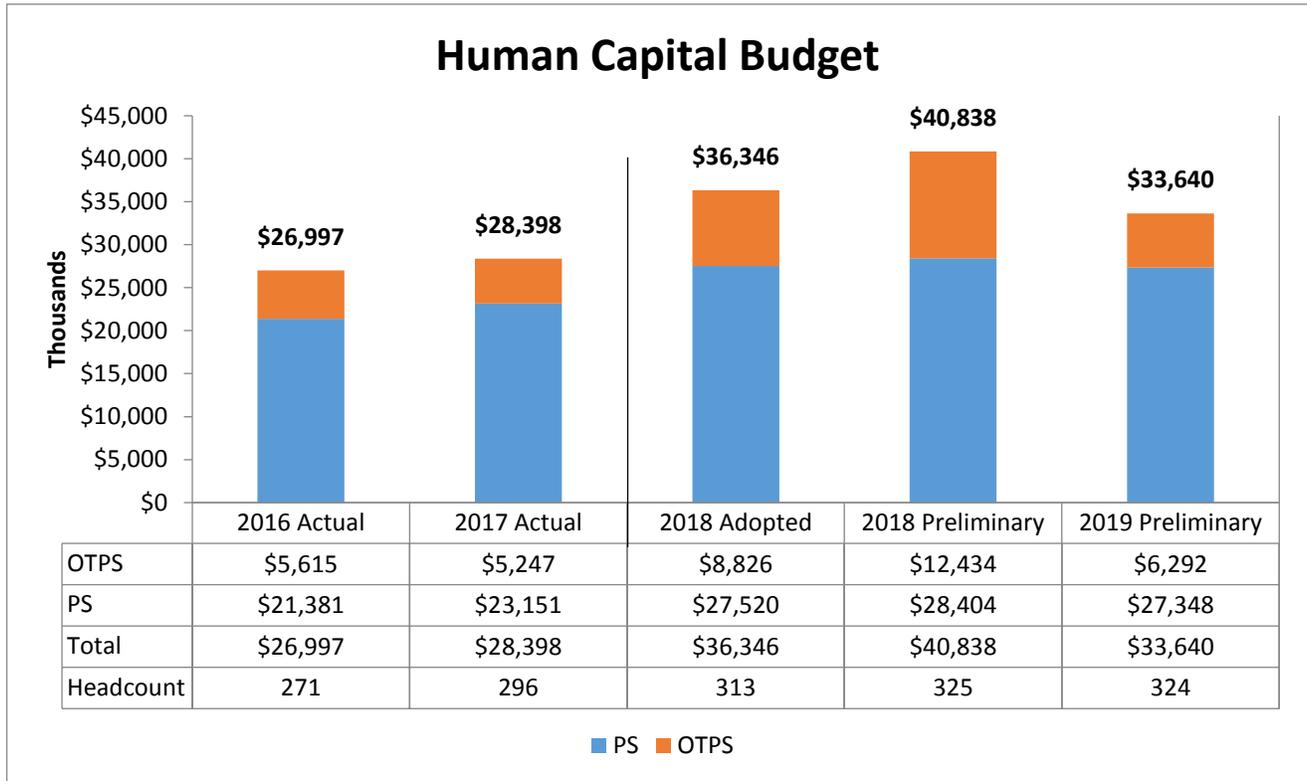
The Division of External Publications and Retail Operations’ proposed budget for Fiscal 2019 totals \$3.2 million, including \$2.2 million in Personal Services funding to support 29 full-time positions. The Division accounts for less than one percent of DCAS’ overall budget and 1.2 percent of DCAS’ full-time headcount in Fiscal 2019.

There have been no major changes to the Division of External Publications and Retail Operations’ budget since the Adoption of the Fiscal 2018, aside from a baselined transfer of \$586,815 in resources from the Asset Management and Energy Management Divisions. Please see Appendix F6 for more details regarding the Division’s budget.

**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; and provides citywide recruitment and training.

**Figure 22**

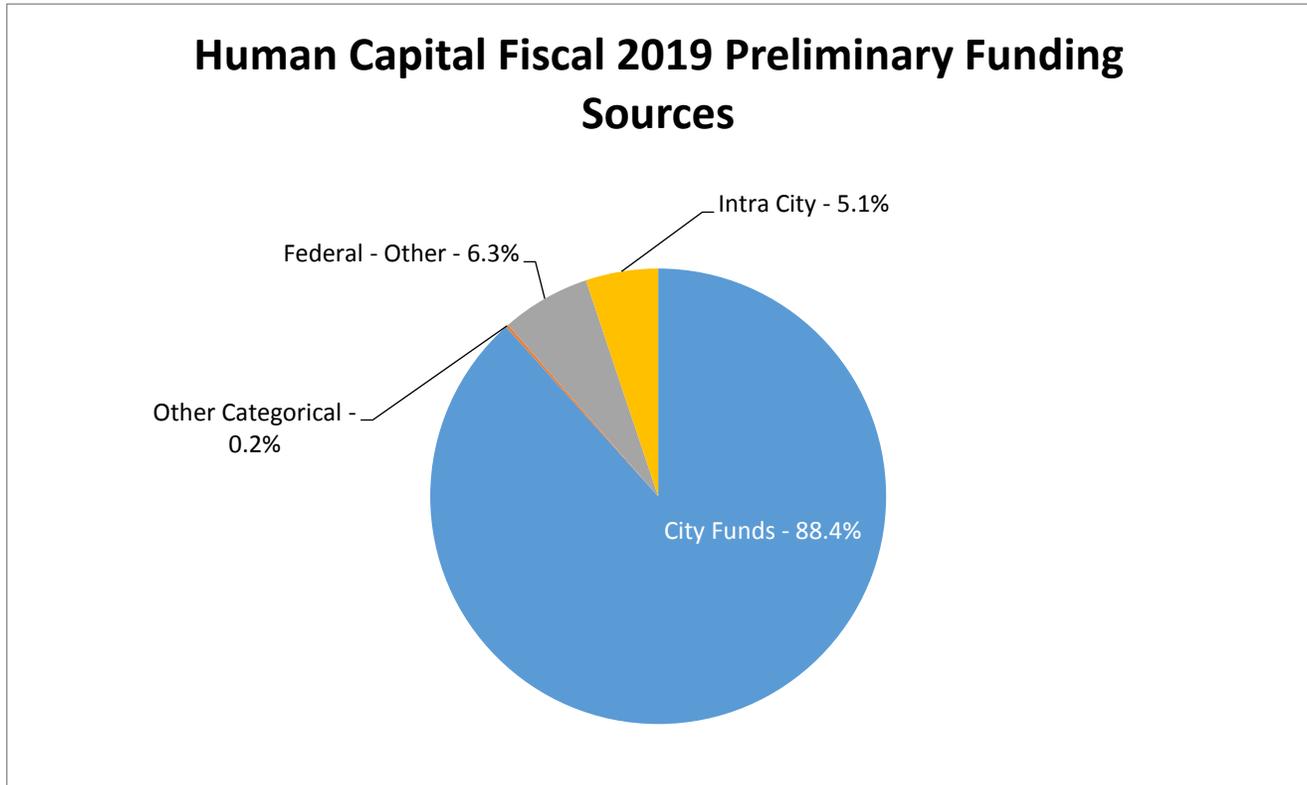


The Division of Human Capital’s proposed budget for Fiscal 2019 totals \$33.6 million, including \$27.3 million in Personal Services funding to support 324 full-time positions. The Division accounts for 2.9 percent of DCAS’ overall budget and 13.1 percent of DCAS’ full-time headcount in Fiscal 2019.

The Division of Human Capital’s Fiscal 2019 Preliminary Budget is \$2.7 million smaller than its Fiscal 2018 Adopted Budget, primarily due to \$2.5 million less in OTPS funding. Relative to the Fiscal 2018 Adopted Budget, the Division’s Fiscal 2019 Budget for Civil Service Exam Administration is \$1.7 million lower, as Fire Department exams that were supposed to be held in Fiscal 2017 were rolled over into Fiscal 2018. In addition, while the Division’s Fiscal 2019 Budget for Storehouse Charges is \$873,365 lower than in Fiscal 2018 as a result of a one-time rollover of budget appropriations from Fiscal 2017 to Fiscal 2018.

The majority of the Division’s Fiscal 2019 Budget is funded by City tax levies (please see Figure 23 below). Please see Appendix F7 for more details regarding the Division of Human Capital’s budget.

Figure 23



**Financial Plan Actions Since Adoption Include**

- **New Needs – November 2017 Plan.**

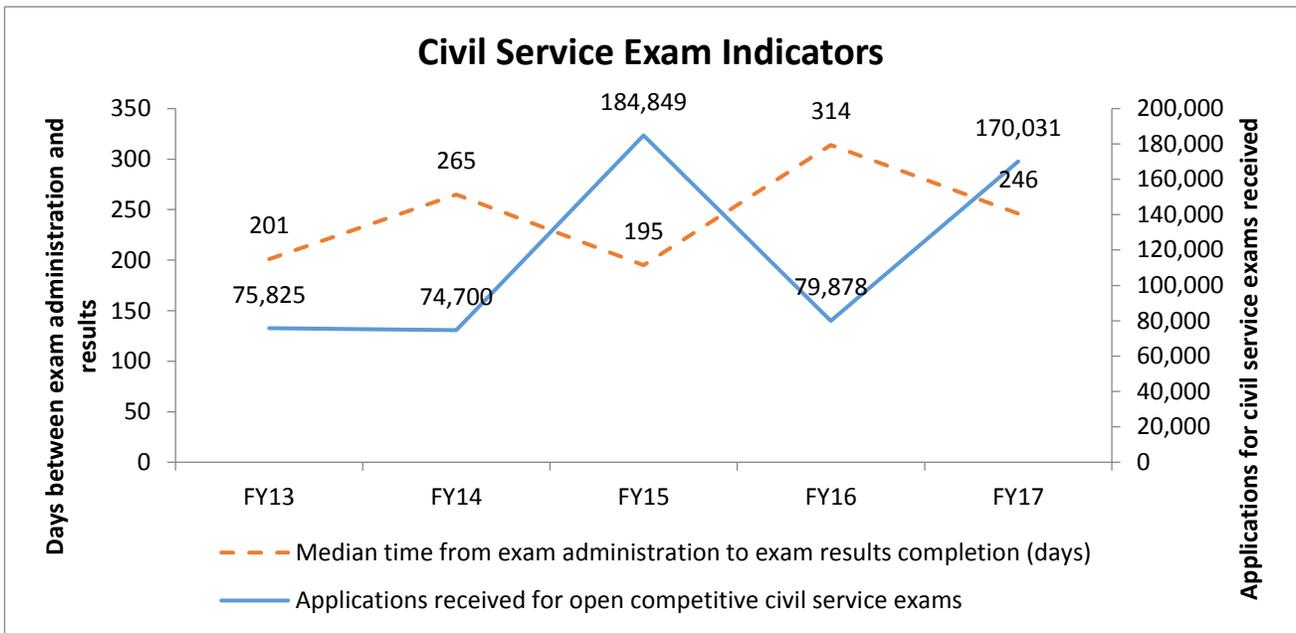
- Administrative and Operational Resources. Additional funding of \$280,365 in Fiscal 2018 and \$261,841 in Fiscal 2019, Fiscal 2020 and Fiscal 2021 for Administrative and Operational Resources;
- Capitally Ineligible Items. Additional funding of \$250,000 in Fiscal 2018 for expenses ineligible for capital budget spending;
- Staten Island Computer-Based Testing and Applications Center. \$477,177 in Fiscal 2018 and \$818,017 in Fiscal 2019 and the outyears for a new civil service exam Computer-Based Testing and Applications Center on Staten Island.

- **New Needs – Fiscal 2019 Preliminary Plan.**

- Management Auditors for Non-Public School Security Guard Reimbursement Program. Baselined funding of \$120,000 and 2 additional staff to headcount to carry out auditing of the non-public school security guard reimbursement program;
- Provisional Reduction Program. Funding of \$2.9 million in Fiscal 2018 for the Provisional Reduction Program. Additional funding for this program is added in the Division of Executive and Operations Support’s Budget (please see the section “Provisional Reduction Program” in this report for more information).

**PMMR Performance Measures:**

**Figure 24**

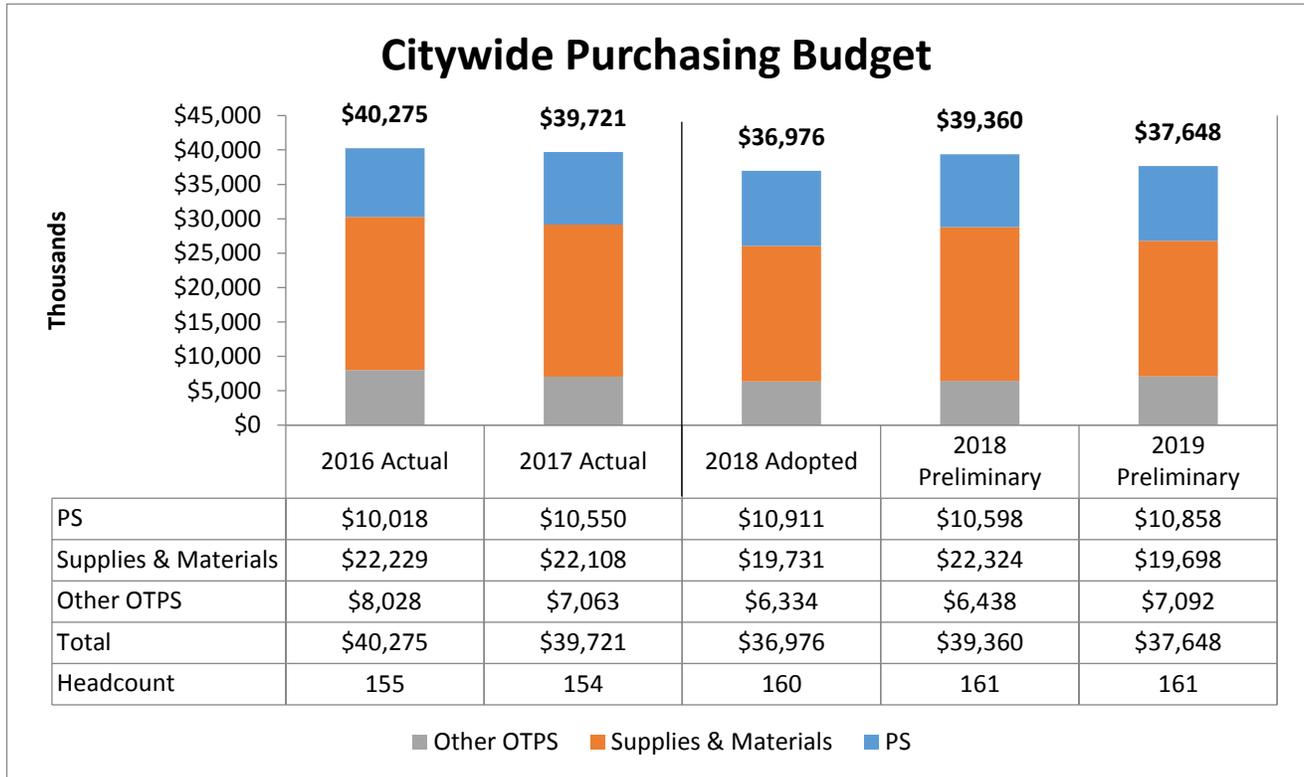


In an effort to reduce the ratio of provisional workers as a share of the City’s overall workforce, DCAS is in the process of carrying out the Provisional Reduction Plan (please see the section “Provisional Reduction Program” in this report for more detail). Much of the focus of this program has been on the automation of more exams so that they can be processed more quickly. However, PMMR indicators above highlight that the time between the administration of an exam and the publication of an exam’s results has varied substantially from year to year, due to the number and types of exams administered each year, including whether or not they are automated and whether or not an exam is composed of several parts. Please see Appendix G5 for a full list of the Division of Human Capital’s 2018 PMMR indicators.

**Division of Citywide Purchasing**

The Office 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.

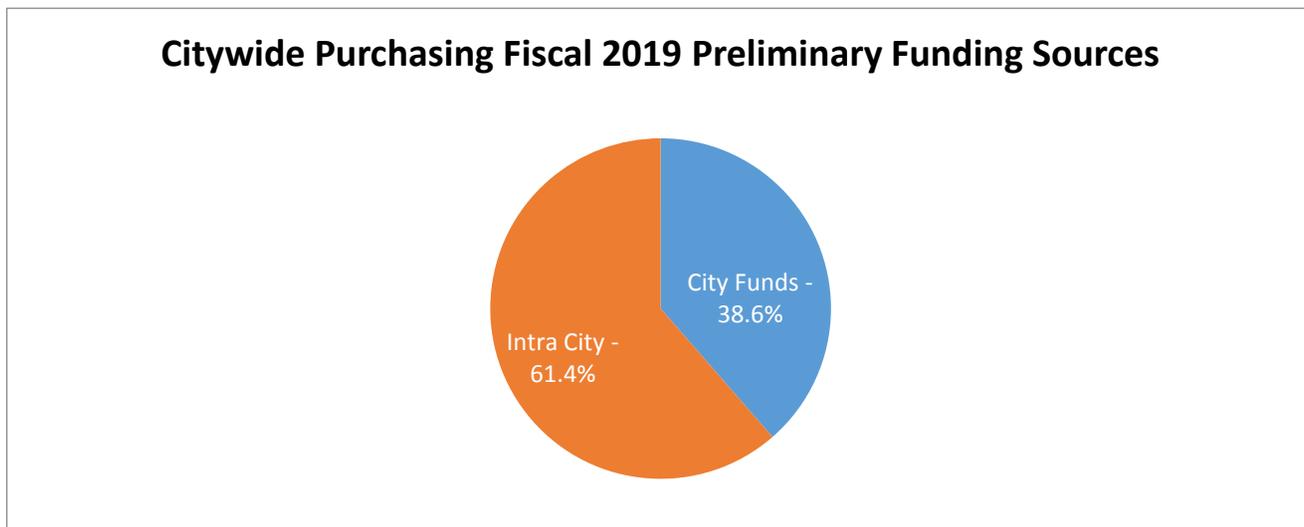
Figure 25



The Division of Citywide Purchasing’s proposed budget for Fiscal 2019 totals \$37.6 million, including \$10.9 million in Personal Services funding to support 161 full-time positions. The Division accounts for 3.3 percent of DCAS’ overall budget and 6.5 percent of DCAS’ full-time headcount in Fiscal 2019.

In Fiscal 2019, Supplies and Materials make up 74 percent of the Division of Citywide Purchasing’s OTPS budget, as the Division purchases supplies for re-sale to other City agencies. Consequently 61.4 percent of the Division’s Fiscal 2019 Budget is funded by Intra City transfers (please see Figure 26 below). Please see Appendix F8 for more details regarding the Division of Citywide Purchasing’s budget.

Figure 26

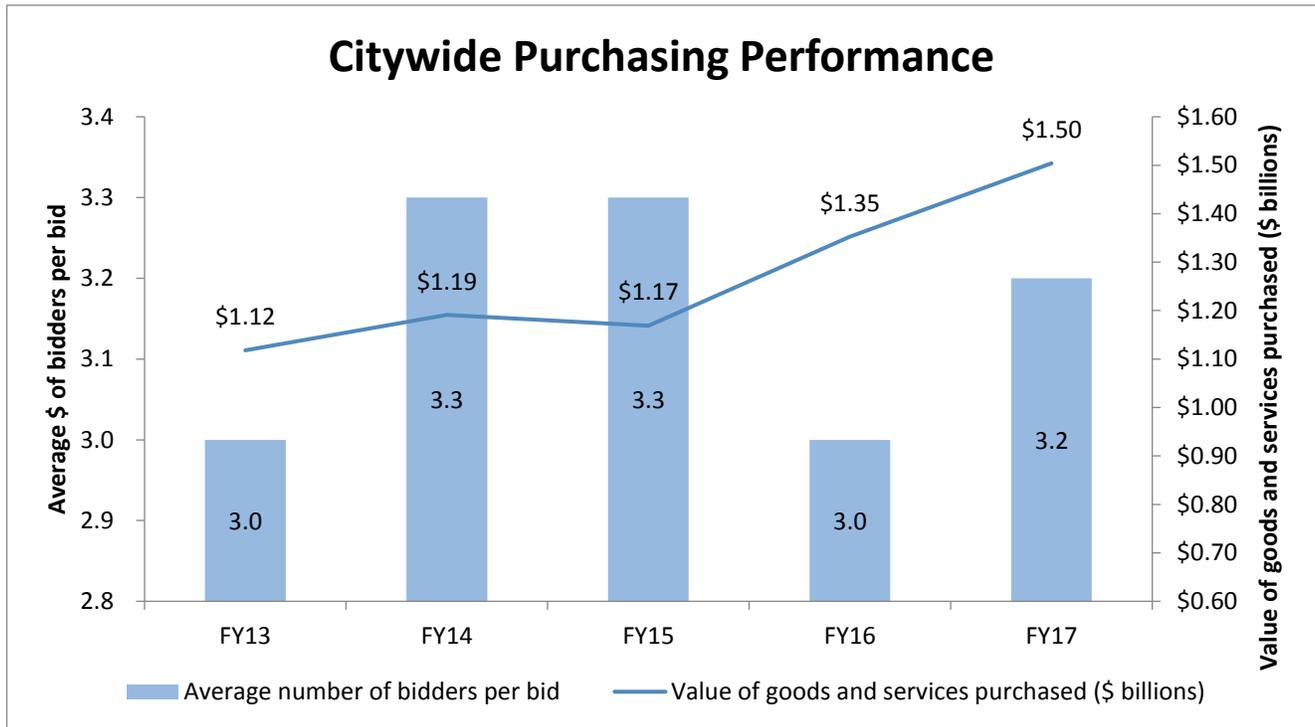


**Financial Plan Actions Since Adoption Include**

- **JAF Consulting Quality Management Systems.** Funding of \$650,000 in Fiscal 2018 from the New York Police Department for the purchase of supplies from the DCAS storehouse;
- **DCAS Storehouse Orders.** \$600,000 in Fiscal 2018 for increased procurement orders.

**PMMR Performance Measures:**

Figure 27

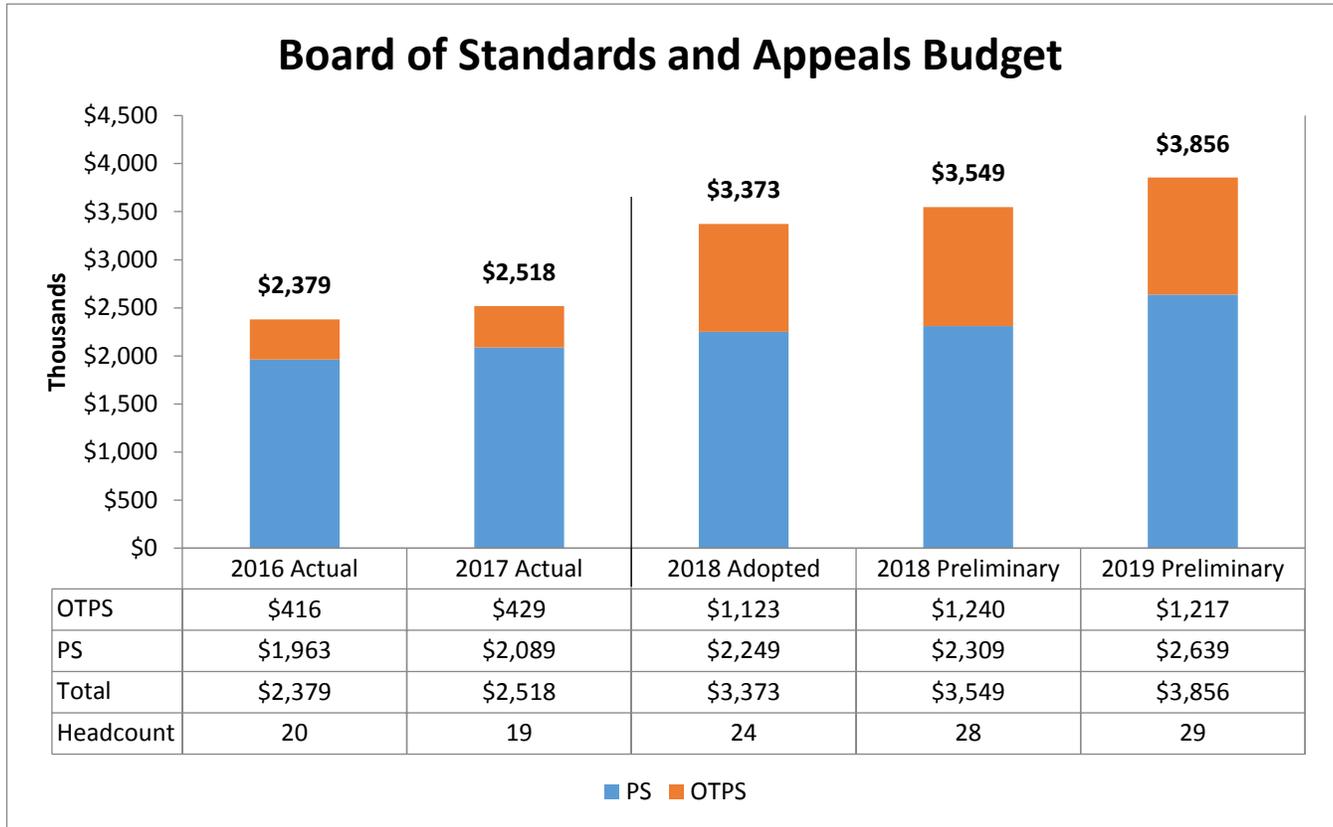


The value of goods and services the City purchases has grown over the past several fiscal years as the City’s budget and operations have expanded. Simultaneously, the average number of bidders per procurement bid has stayed relatively constant, despite an increase in procurement demand, a sign of good performance. Nonetheless, increasing competition in the bidding for City goods and service procurement contracts is necessary in order to keep costs down as the City’s procurement demand expands. Please see Appendix G for a full list of the Division of Citywide Purchasing’s 2018 PMMR indicators.

**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. While the BSA’s budget is in DCAS’ budget, it is an independent entity.

Figure 28



The Board of Standards and Appeals’ proposed budget for Fiscal 2019 totals \$3.9 million, including \$2.6 million in Personal Services funding to support 29 full-time positions. The Division accounts for less than one percent of DCAS’ overall budget and 1.2 percent of DCAS’ full-time headcount in Fiscal 2019. Relative to its Fiscal 2018 Adopted Budget, the Board’s Fiscal 2019 Preliminary Budget includes an additional five positions to its headcount and an additional \$390,000 to its PS budget. An urban planning compliance officer position and two geocoding computer expert positions were added in the November 2017 Plan in order to comply with Local Law 105 of 2017. Two positions were added to the Fiscal 2019 Preliminary Plan: one assistant counsel to keep BSA response times down and one new position to manage the BSA’s role in the Basement Apartments legalization program.

**Financial Plan Actions Since Adoption Include**

- **New Needs – November 2017 Plan.** Baselined additional funding of \$204,000 and the addition of 3 positions to headcount for BSA administration and operations.
- **New Needs – Fiscal 2019 Preliminary Plan.**
  - Basement Apartments Program. Baselined funding of \$68,400 and one position to headcount for the Mayor’s pilot program to legalize illegal basement apartments;
  - BSA Staffing and Resources. Baselined additional funding of \$95,000 and one position to headcount.
- **Citywide Savings Plan.** Savings of \$74,917 from delays in filling vacant positions.

## Capital Program

This report will provide an overview of the Capital Budget and the Capital Commitment Plan for the Department of Citywide Administrative Services. The Capital Budget is made up of requested capital appropriations<sup>6</sup> for Fiscal 2019 through Fiscal 2022. Requested appropriations represent the Administration's departmental estimates of future appropriation needs. The Capital Commitment Plan is not voted on by the Council and is a Mayoral document. It represents the Administration's plan to execute the Capital Budget over Fiscal Years 2018 through Fiscal 2022 in line with the appropriations that have been allocated to these capital projects.

The Preliminary Capital Budget for DCAS is significantly smaller than DCAS' Capital Commitment Plan as the Capital Budget does not include the current fiscal year's appropriations and does not factor in existing appropriations that will roll from Fiscal 2018 into Fiscal 2019. DCAS' average annual commitment rate over the past four fiscal years is 41.4 percent compared to the City's average commitment rate of 56 percent. Given this fact, it is likely that DCAS will roll a significant portion of their Fiscal 2018 appropriations into Fiscal 2019.

For the purposes of this report, we have grouped the DCAS Capital Program into the following program areas: Energy Efficiency, Public Buildings, Resiliency and Real Property.<sup>7</sup> While DCAS is the managing authority over this Capital Program, individual projects are often managed by other agencies, with varying degrees of DCAS involvement. Agencies that manage projects under the DCAS portfolio include The Department of Small Business Services, the Department of Design and Construction, the Department of Information Technology and Telecommunications, the Department of Parks and Recreation, amongst others.

### DCAS Capital Program Summary

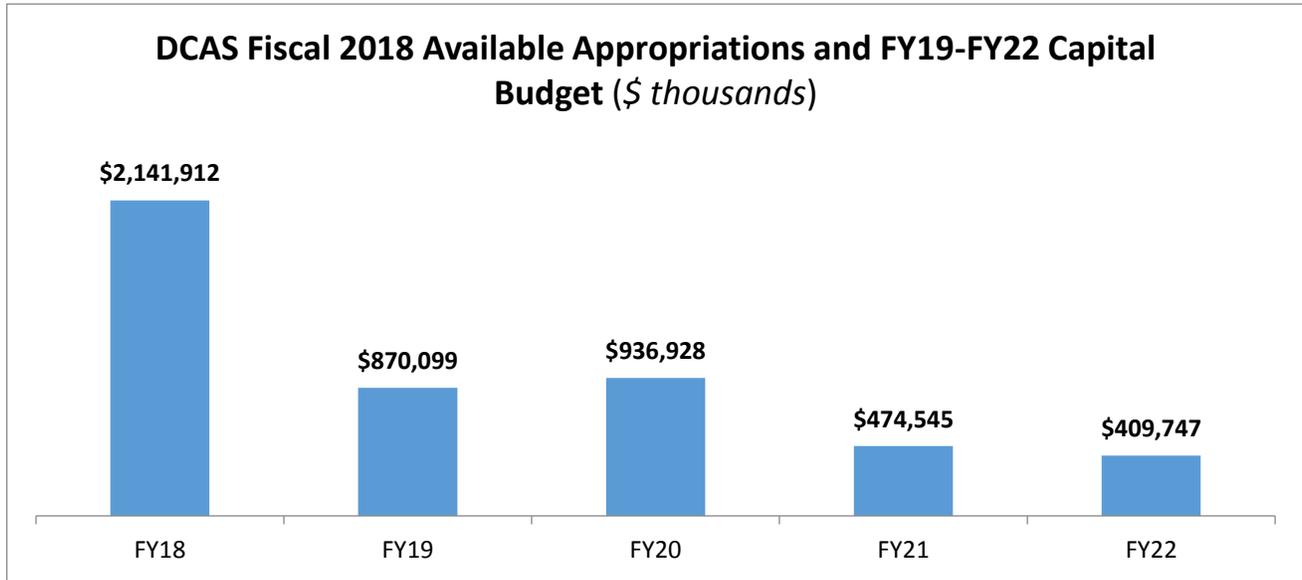
As shown in Figure 29 below, the Department of Citywide Administrative Services' Fiscal 2019 Preliminary Capital Budget includes \$2.7 billion for Fiscal 2019-2022. This represents approximately 5.9 percent of the City's total \$45.9 billion Capital Budget for Fiscal 2019-2022. Available appropriations for Fiscal 2018 total \$2.1 billion. This includes \$1.6 billion in reauthorized prior appropriations and \$504.5 million in authorized Fiscal 2018 appropriations, less actual commitments of \$26.3 million in the current fiscal year.

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<sup>6</sup> Appropriations represent the legal authority to spend capital dollars and are what the Council votes on at budget adoption.

<sup>7</sup> This report excludes the Capital Program for Courts, which is administered by DCAS but is covered by the Committee on Justice System.

Figure 29



The Department of Citywide Administrative Services’ Preliminary Capital Commitment Plan includes \$4.6 billion for Fiscal 2018 through Fiscal 2022 (including both City and non-City funds). This represents 5.8 percent of the City’s total \$79.6 billion Preliminary Capital Commitment Plan. The Department plans to commit \$1.3 billion in Fiscal 2019.

Figure 30

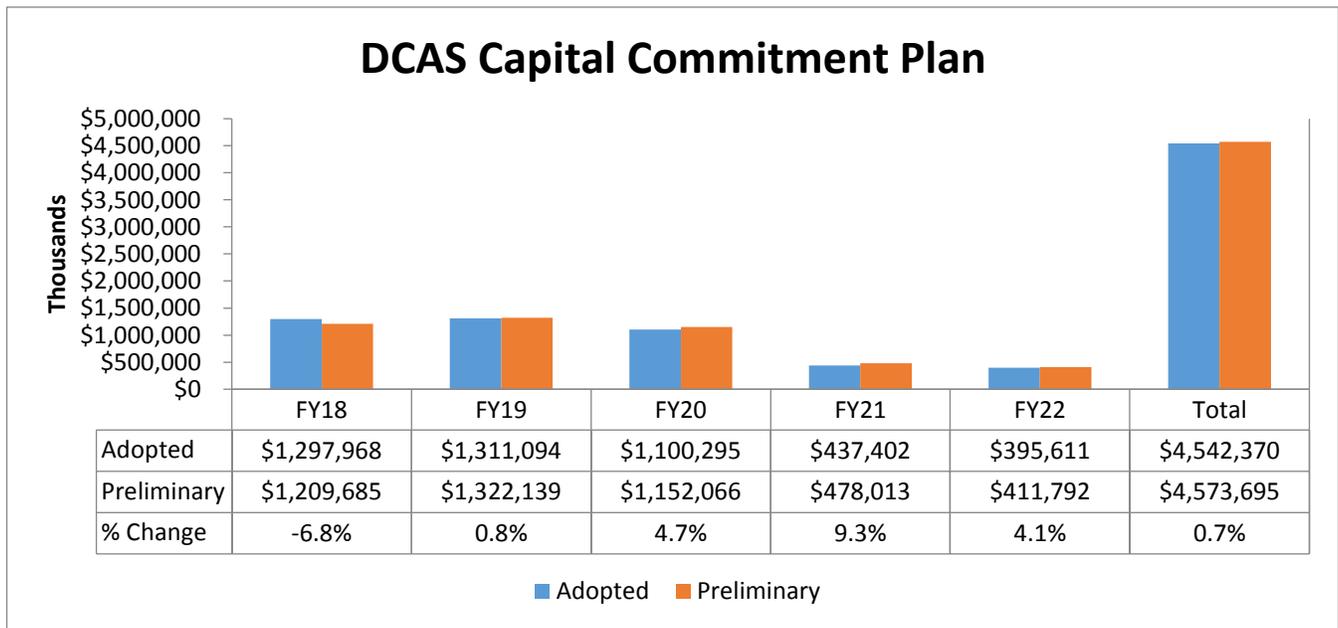
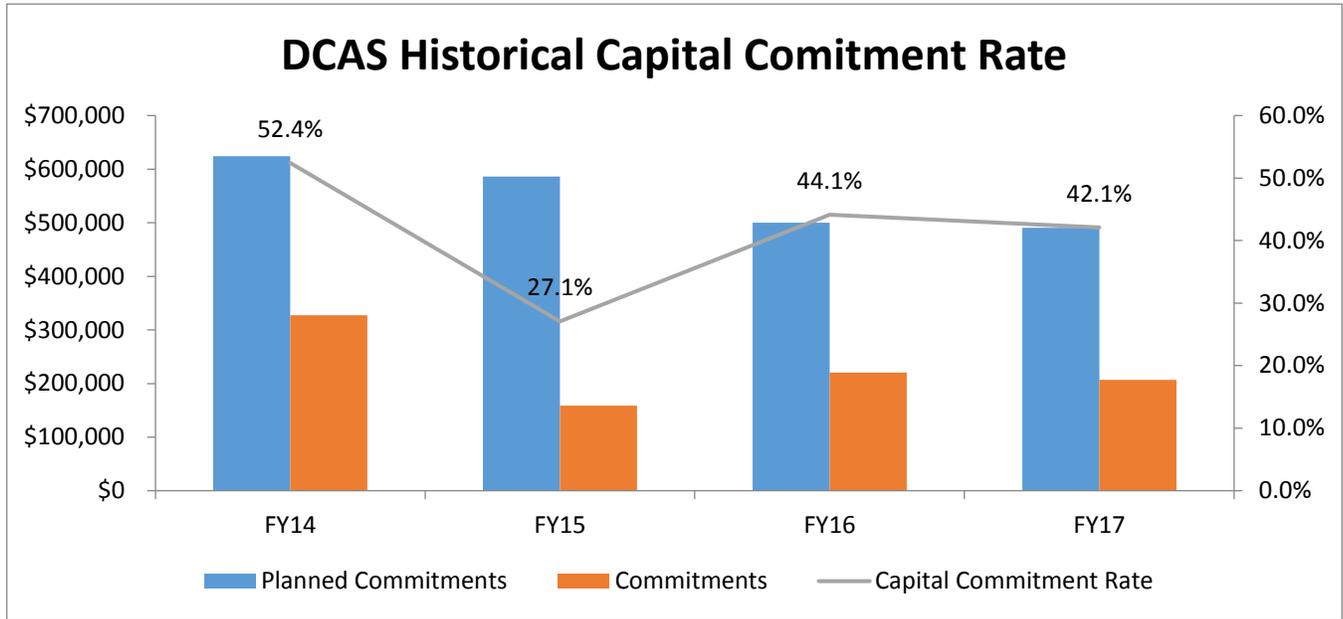


Figure 31 below displays DCAS’ historical planned capital commitments at the time of the release of the Executive Capital Plan, alongside actual capital commitments taken that fiscal year. The ratio of these two amounts shows the capital commitment rate: the percentage of planned capital commitments that were actually committed that fiscal year.

**Figure 31**



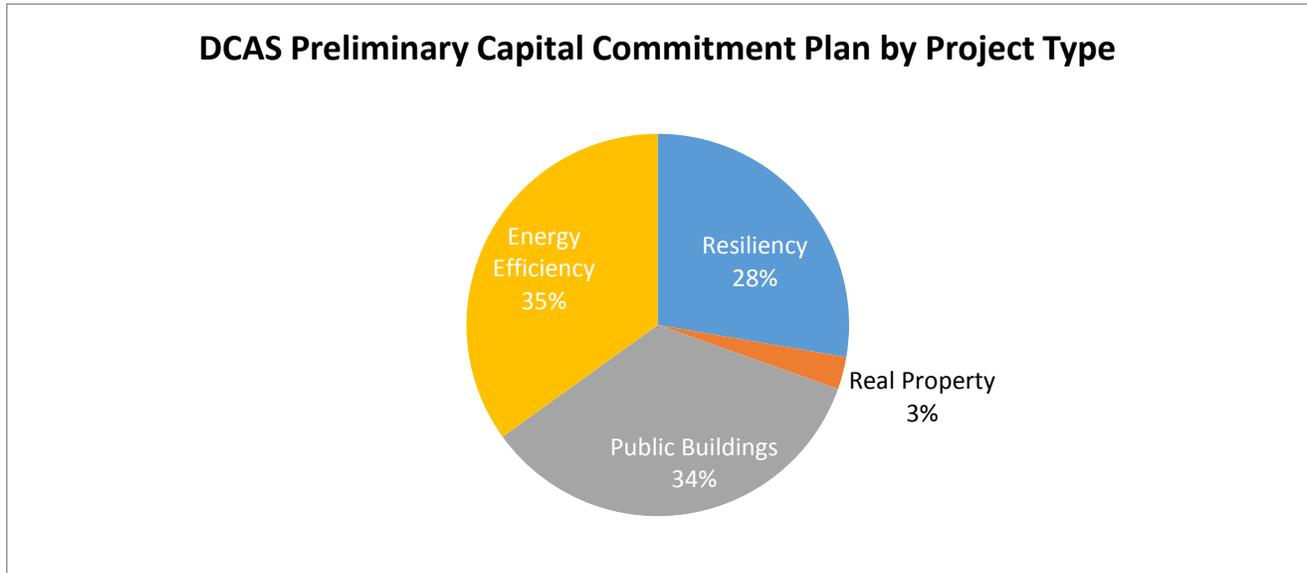
**Capital Budget Structure**

The Department of Citywide Administrative Services’ Capital Commitment Plan contains a total of 218 budget lines and 956 individual projects. The Commitment Plan is subdivided into the following project types: Energy Efficiency, Public Buildings, Resiliency and Real Property. Figures 32 and 33 highlight DCAS’ Preliminary Capital Commitment Plan broken out between these project types, both in terms of budget line and project ID distribution, as well as in terms of their respective share of DCAS’ planned capital commitments.

**Figure 32**

Capital Project Type	Budget Lines	Project ID's
Energy Efficiency	1	229
Public Buildings	212	662
Resiliency	2	45
Real Property	3	20
<b>Total</b>	<b>218</b>	<b>956</b>

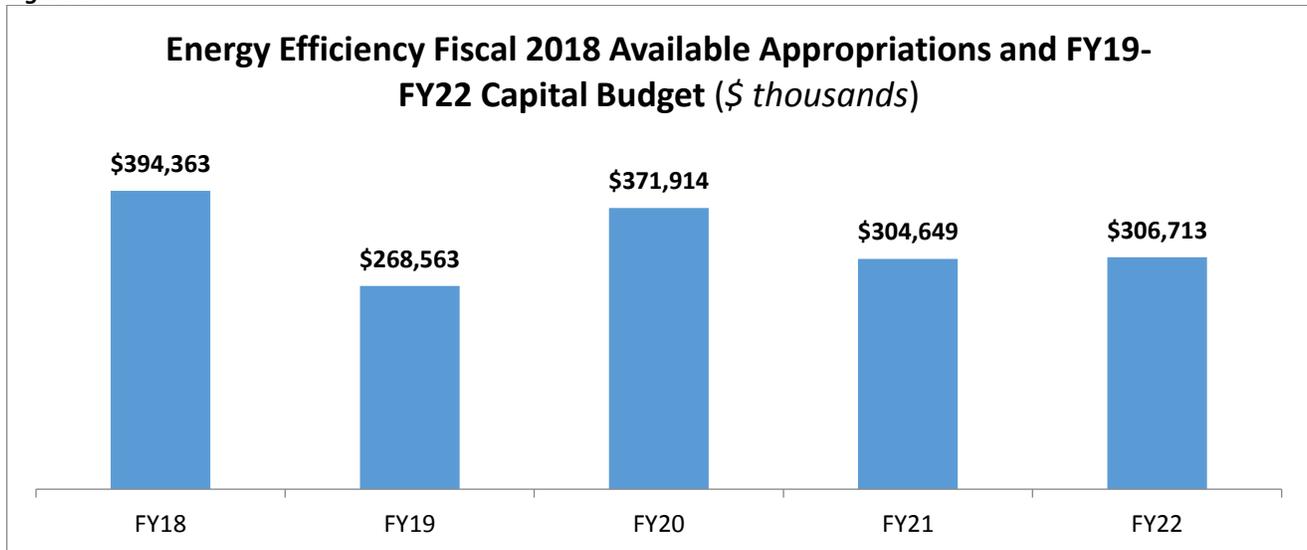
**Figure 33**



**Energy Efficiency**

The Energy Efficiency Capital Program finances energy efficiency and sustainability projects. These projects are being spearheaded under the One City, Built to Last initiative, which aims to reduce greenhouse gas emissions largely through quick, targeted investments in building retrofits and energy efficiency measures across all of the City’s agencies. As a result, the majority of this funding resides in lump sum project lines and funding is transferred from these lines as needs are identified.

**Figure 34**

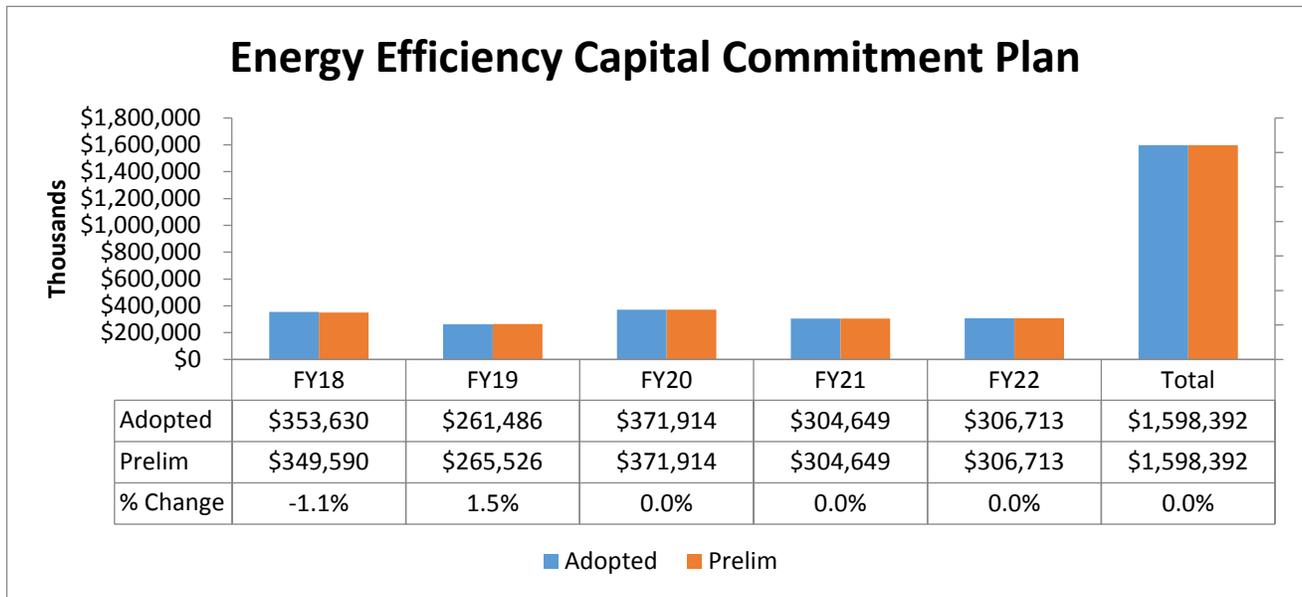


The Energy Efficiency Fiscal 2019 Preliminary Capital Budget includes \$1.3 billion in Fiscal 2019-2022, of which \$268.6 million is allocated for Fiscal 2019. This represents approximately 2.8 percent of the City’s total \$45.9 billion Capital Budget for 2019-2022. Available appropriations for Fiscal 2018 total \$394.4 million. This includes \$237.5 million in reauthorized prior appropriations and \$156.9 million in authorized appropriations, less actual commitments of \$15.2 million in the current fiscal year.

**Capital Commitments**

The Energy Efficiency Preliminary Commitment Plan includes \$1.6 billion in Fiscal 2018-2022. This represents approximately two percent of the City’s total \$79.6 billion Preliminary Commitment Plan.

*Figure 35*

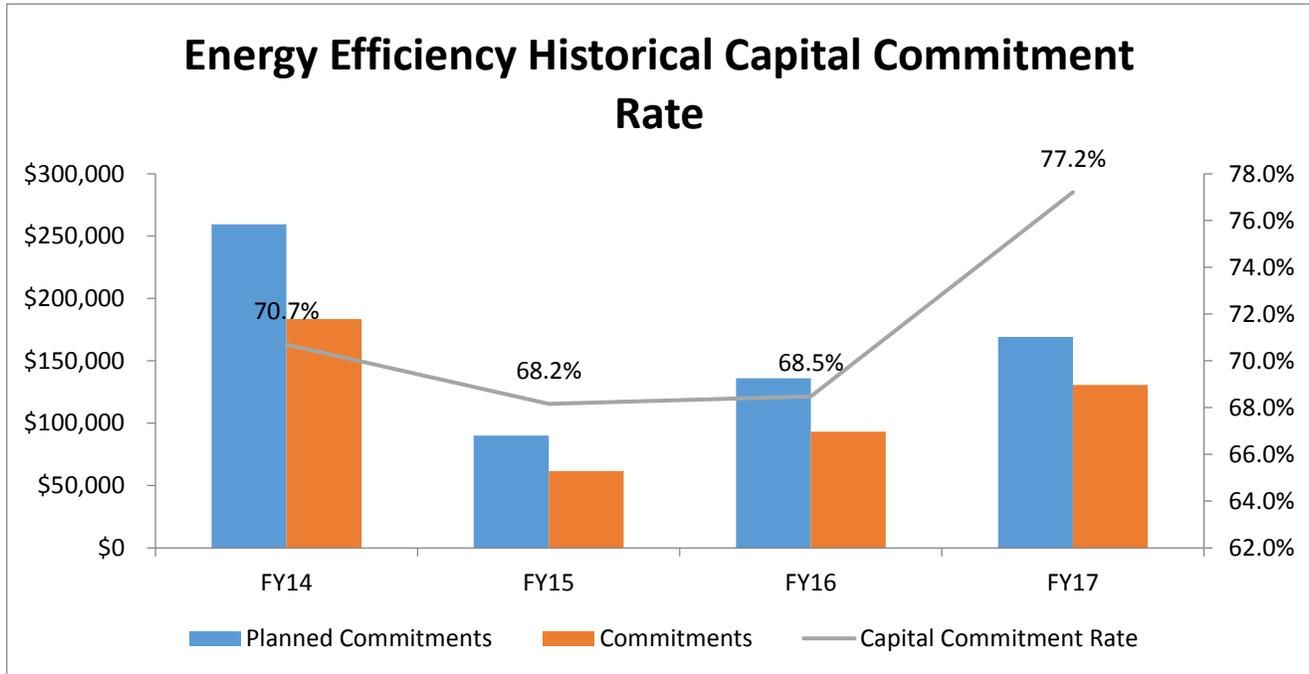


The Preliminary Capital Plan for Energy Efficiency for Fiscal 2018-2022 has remained unchanged in its overall size since the Adopted Commitment Plan. However,

The total available appropriations for Fiscal 2018 are \$394.4 million against planned Fiscal 2018 commitments totaling \$349.6 million in the Fiscal 2018 Capital Commitment Plan. This excess balance of \$44.8 million in appropriations gives the Administration considerable flexibility within the capital plan. However, as the commitment of appropriations are legally bound to their budget line descriptions this flexibility is more limited than it appears from this variance alone.

Figure 36 displays historical Energy Efficiency planned capital commitments at the time of the release of the Executive Capital Plan, alongside actual capital commitments taken that fiscal year. The ratio of these two amounts shows the capital commitment rate: the percentage of planned capital commitments that were actually committed that fiscal year.

Figure 36



The Energy Efficiency Capital Commitment Plan has a relatively high commitment rate relative to other commitment plans, with an average annual commitment rate of 71.2 percent over the past four fiscal years. This is partially a function of how the Energy Efficiency Capital Commitment Plan is organized. The majority of planned commitments are in lump sum lines held in the outyears. As specific building retrofit projects are identified, planned commitments are made for the current fiscal year and usually finished quickly due to their generally relatively small scope. The high commitment rate for the Energy Efficiency Capital Commitment Plan also highlights the priority of these projects and the relative effectiveness of their management.

The Energy Efficiency Capital Commitment Plan is composed of a single budget line, “Energy Efficiency and Sustainability,” covering 225 project ID’s, which include both lump sum ID’s, funded actual projects, and unfunded actual projects. Of the \$1.6 billion in the Energy Efficiency 2018-2022 Capital Commitment Plan, \$1.2 billion is in lump sum Project ID’s, with the remaining \$357.3 million in actual projects. Of the 178 actual projects with planned funding in the 2018-2022 Capital Commitment Plan, eight have planned commitments of \$10 million or greater.

**Major Energy Efficiency Projects**

Major capital projects included in the Preliminary Capital Plan for Fiscal 2018-2021 include the following:

- **Coler Hospital Boiler Replacement.** The Fiscal 2018-2022 Capital Commitment Plan includes funding of \$17.9 million for the replacement of boilers at Coler Hospital, part of the Health and Hospitals system. All funding is allocated for Fiscal 2018;
- **Solar energy at NYC schools.** The Fiscal 2018-2022 Capital Commitment Plan includes funding of \$14.1 million for the design of solar photovoltaic systems for DOE properties, as well as funding of \$2.8 million for Fiscal 2018 for the installation of photovoltaic systems at Wave Preparatory Elementary School in Far Rockaway, Queens.

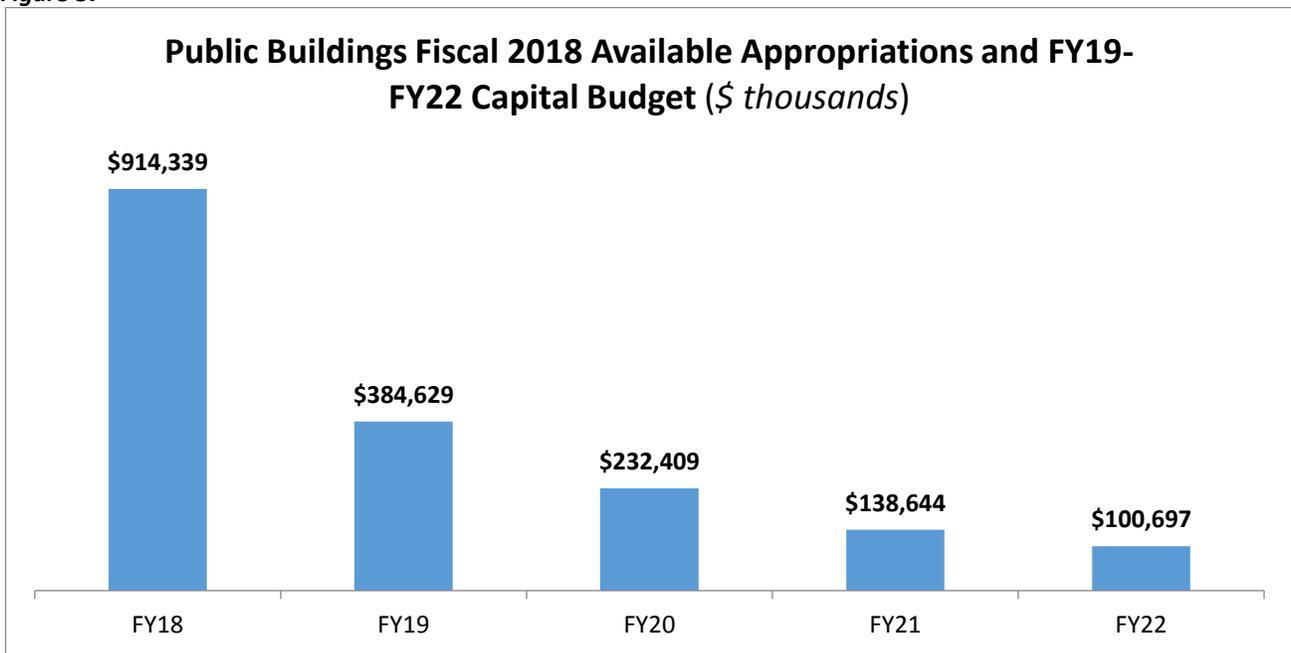
Newly added capital projects in the Preliminary Plan include the following.

- **Department of Education Boiler Controls.** The Fiscal 2018-2022 Capital Commitment Plan includes new funding of \$5.6 million for boiler controls installation for the Department of Education, all of which is allocated for Fiscal 2018;
- **City University of New York Building Automation Controls.** The Fiscal 2018-2022 Capital Commitment Plan includes new funding of \$4.7 million for building automation controls at City of New York (CUNY) properties. The vast majority of funding is allocated for Fiscal 2019;
- **Department of Transportation Brighton Beach Solar Canopy.** The Fiscal 2018-2022 Capital Commitment Plan includes new funding of \$3.8 million for the installation of solar canopies in a municipal parking lot in Brighton Beach, Brooklyn. All funding is allocated for Fiscal 2019.

**Public Buildings**

Public Buildings Capital Program includes projects to renovate leased space, the renovation or purchase of new real property, and in the case of City Council and Borough President projects, the renovation of community centers, educational facilities, and other capital investment in publicly or non-profit owned facilities.

*Figure 37*

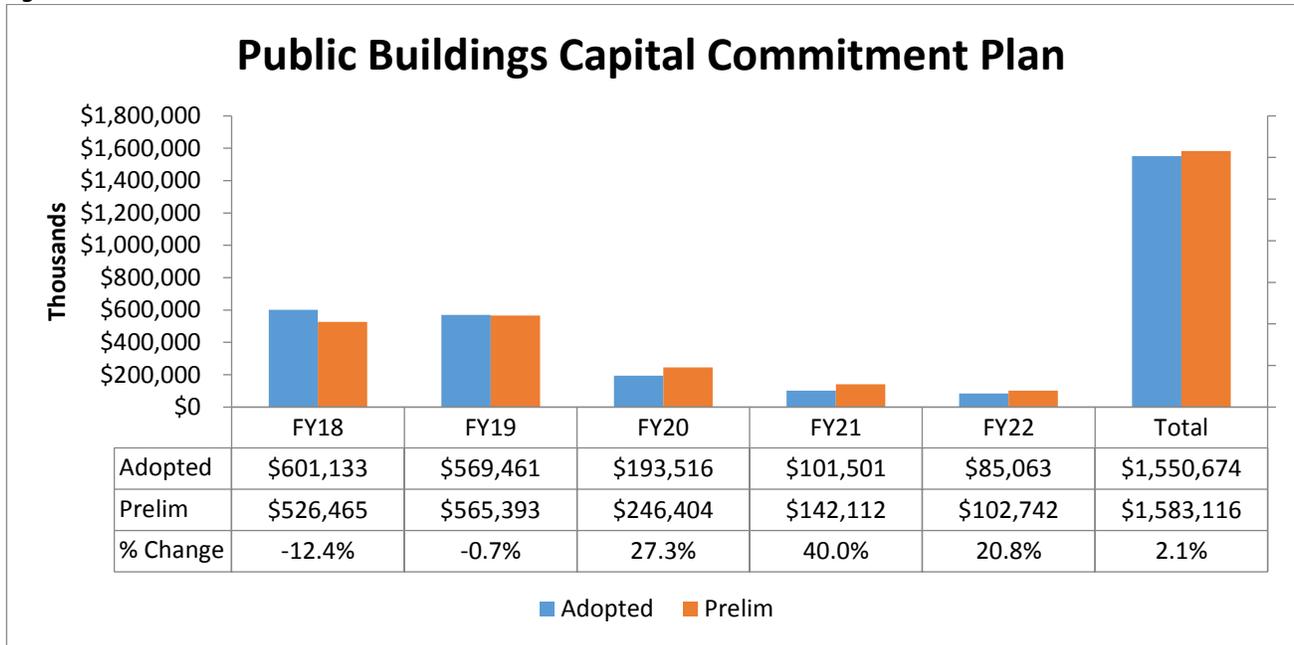


The Public Buildings Fiscal 2019 Preliminary Capital Budget includes \$856.4 million in Fiscal 2019-2022, of which \$384.6 million is allocated for Fiscal 2019. This represents approximately 1.9 percent of the City’s total \$45.9 billion Capital Budget for 2019-2022. Available appropriations for Fiscal 2018 total \$914.3 million. This includes \$665 million in reauthorized prior appropriations and \$249.3 million in authorized appropriations, less actual commitments of \$11.2 million in the current fiscal year.

**Capital Commitments**

The Public Buildings Preliminary Commitment Plan includes \$1.6 billion in Fiscal 2018-2022. This represents approximately two percent of the City’s total \$79.6 billion Preliminary Commitment Plan.

**Figure 38**

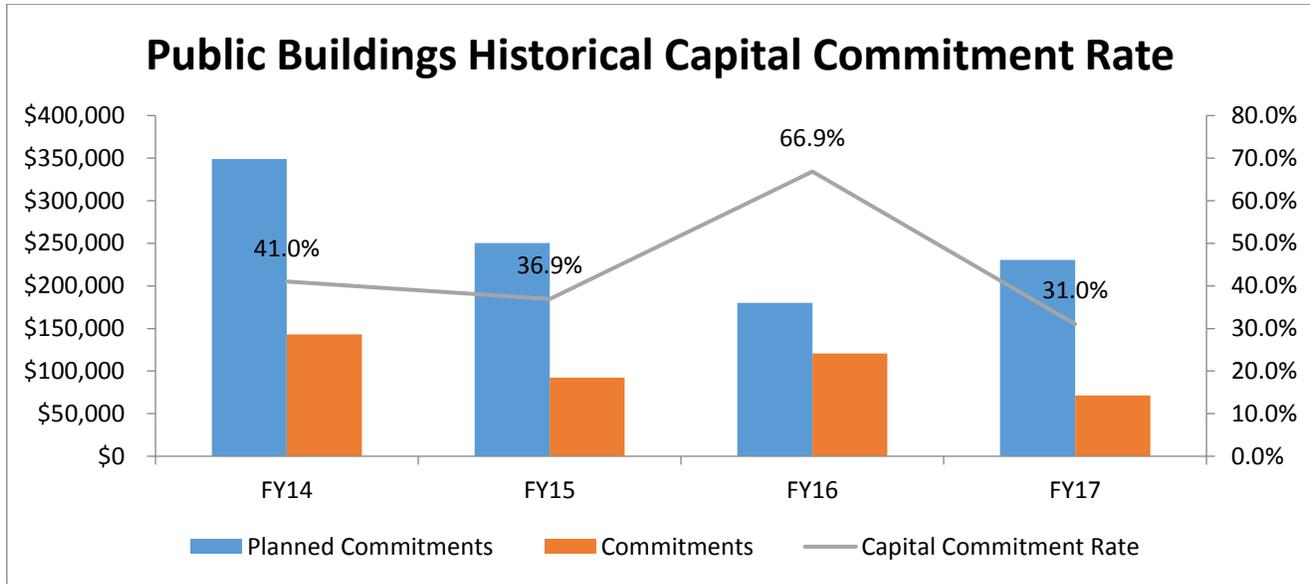


The Preliminary Capital Plan for Public Buildings for Fiscal 2018-2022 has increased by \$32.4 million since the Adopted Commitment Plan, demonstrating 2.1 percent growth. This growth comes from the addition of \$23.3 million in Fiscal 2018 for the consolidation of Department of Investigation’s office space, \$4.2 million in additional lump sum funding towards the rehabilitation of city-owned space, \$3.6 million for generator electrical upgrades at 253 Broadway, \$2.3 million for the Manhattan District Attorney for Americans with Disability Act bathroom upgrades, and other smaller projects. Planned commitments were also reduced for several projects, most notably a decrease of \$3.1 million in Fiscal 2019 for work being done at the Brooklyn Municipal Building.

The total available appropriations for Fiscal 2018 are \$914.3 million against planned Fiscal 2018 commitments totaling \$526.5 million in the Fiscal 2018 Capital Commitment Plan. This excess balance of \$387.8 million in appropriations gives the Administration considerable flexibility within the capital plan. However, as the commitment of appropriations are legally bound to their budget line descriptions this flexibility is more limited that it appears from this variance alone.

Figure 39 displays historical Public Buildings planned capital commitments at the time of the release of the Executive Capital Plan, alongside actual capital commitments taken that fiscal year. The ratio of these two amounts shows the capital commitment rate: the percentage of planned capital commitments that were actually committed that fiscal year.

Figure 39

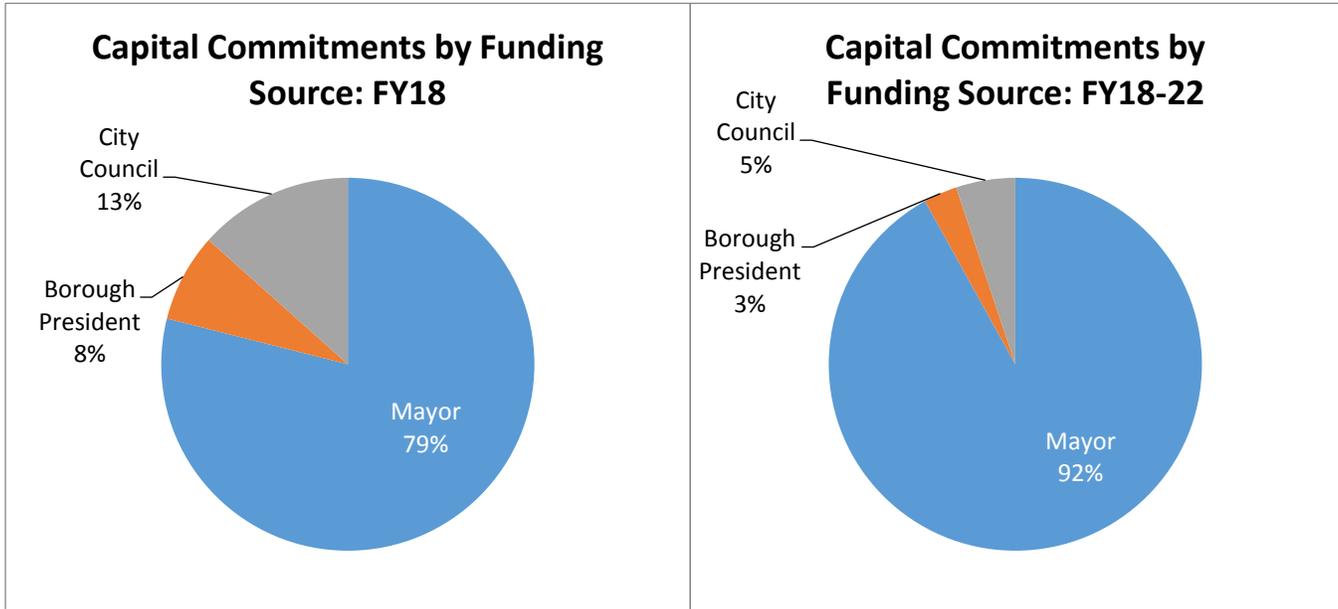


The Public Buildings capital commitment rate fell from 66.9 percent in Fiscal 2016 to 31 percent in Fiscal 2017. However, the 66.9 percent commitment rate in Fiscal 2016 was somewhat of an anomaly, with a greater than average commitment rate partially due to relatively low planned commitments that fiscal year. Over the past four fiscal years, the Public Buildings commitment rate has averaged at 44 percent annually.

The Public Buildings Commitment Plan is composed of 159 budget lines, many of which are linked to singular project ID’s, often linked to smaller City Council and Borough President projects. The Commitment Plan can be subdivided into City Council, Borough President, and Mayoral projects, shown in the following graphs. Mayorality projects make up the majority of the commitments in the Public Buildings plan, but the size of this majority is smaller in Fiscal 2018 alone than over the entire 2018-2022 plan. This reflects the fact that City Council and Borough President projects are typically smaller and planned for completion on a shorter schedule that Mayorality funded Public Building projects.

Figure 40

\*Figure 37



**Major Public Buildings Projects**

Major capital projects included in the Preliminary Capital Plan for Fiscal 2018-2021 include the following.

- **345 Adams Street.** The Fiscal 2018-2022 Capital Commitment Plan includes funding of \$109.6 million towards various projects at 345 Adams Street, in Downtown Brooklyn. This is a City-owned building that houses offices for the Department of Finance, the Department of Probation, the Board of Elections, the Administration for Children’s Services and other agencies.
- **930 Flushing Avenue.** The Fiscal 2018-2022 Capital Commitment Plan includes funding of \$85 million for the expansion of leased space at 930 Flushing Avenue in Bushwick, Brooklyn. The building is rented out for the Office of Emergency Management.
- **24-55 BQE West.** The Fiscal 2018-2022 Capital Commitment Plan includes funding of \$64.8 million for a new Taxi and Limousine Commission office facility in Woodside, Queens.

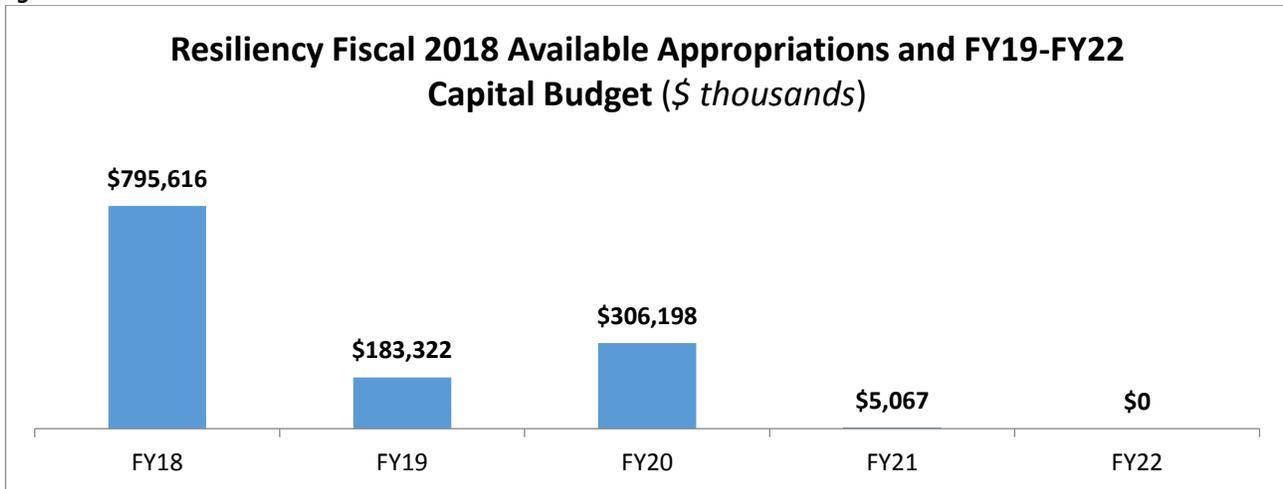
Newly added capital projects in the Preliminary Plan include the following.

- **Department of Investigation.** The Fiscal 2018-2022 Capital Commitment Plan includes new funding of \$23.3 million for the consolidation of Department of Investigation office space. All funding is allocated for Fiscal 2018;
- **253 Broadway Electrical Upgrades.** The Fiscal 2018-2022 Capital Commitment Plan includes \$3.6 million in new funding for the second phase of an electrical upgrade project at 253 Broadway, Manhattan. Of this funding, \$280,000 is allocated for Fiscal 2018 and \$3.4 million for Fiscal 2019.

**Resiliency**

The Resiliency Capital Program is responsible for funding infrastructure that protects the City’s coastline from natural disasters, such as Superstorm Sandy.

Figure 41

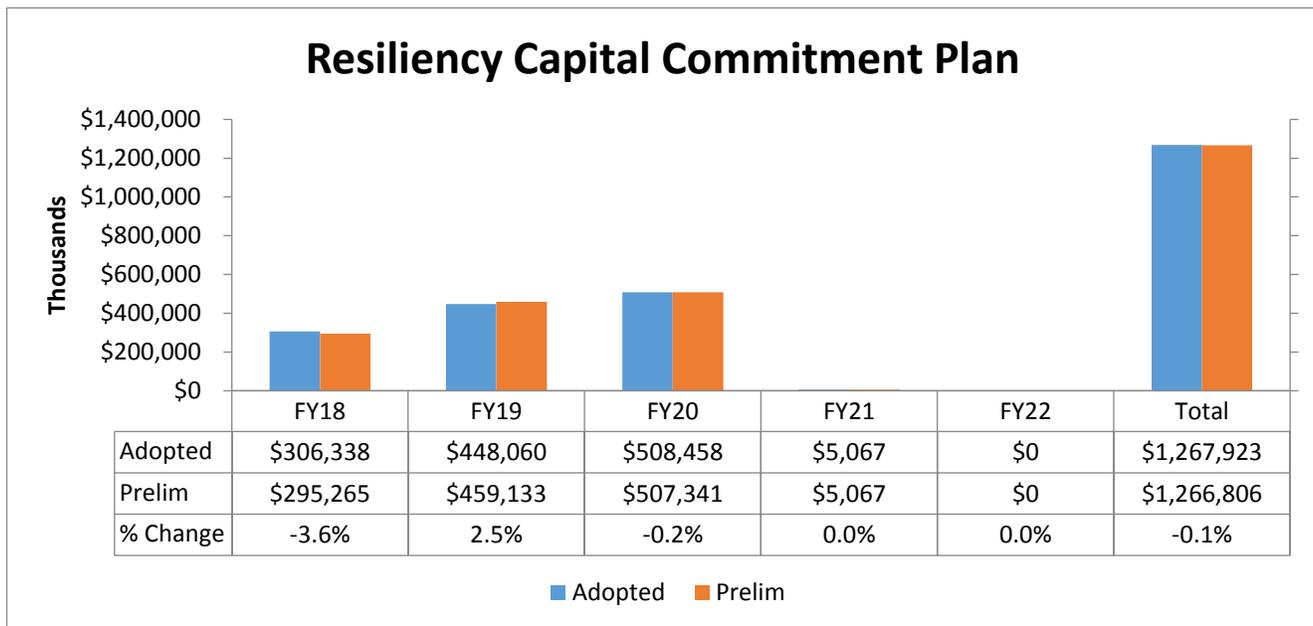


The Resiliency Fiscal 2019 Preliminary Capital Budget includes \$494.6 million in Fiscal 2019-2022, of which \$183.3 is allocated for Fiscal 2019. This represents approximately 1.1 percent of the City’s total \$45.9 billion Capital Budget for 2019-2022. Available appropriations for Fiscal 2018 total \$795.6 million. This includes \$701.6 million in reauthorized prior appropriations and \$94 million in authorized appropriations. There have been no actual commitments in the current fiscal year.

**Capital Commitments**

The Resiliency Preliminary Commitment Plan includes \$1.3 billion in Fiscal 2018-2022. This represents approximately 1.6 percent of the City’s total \$79.6 billion Preliminary Commitment Plan.

Figure 42

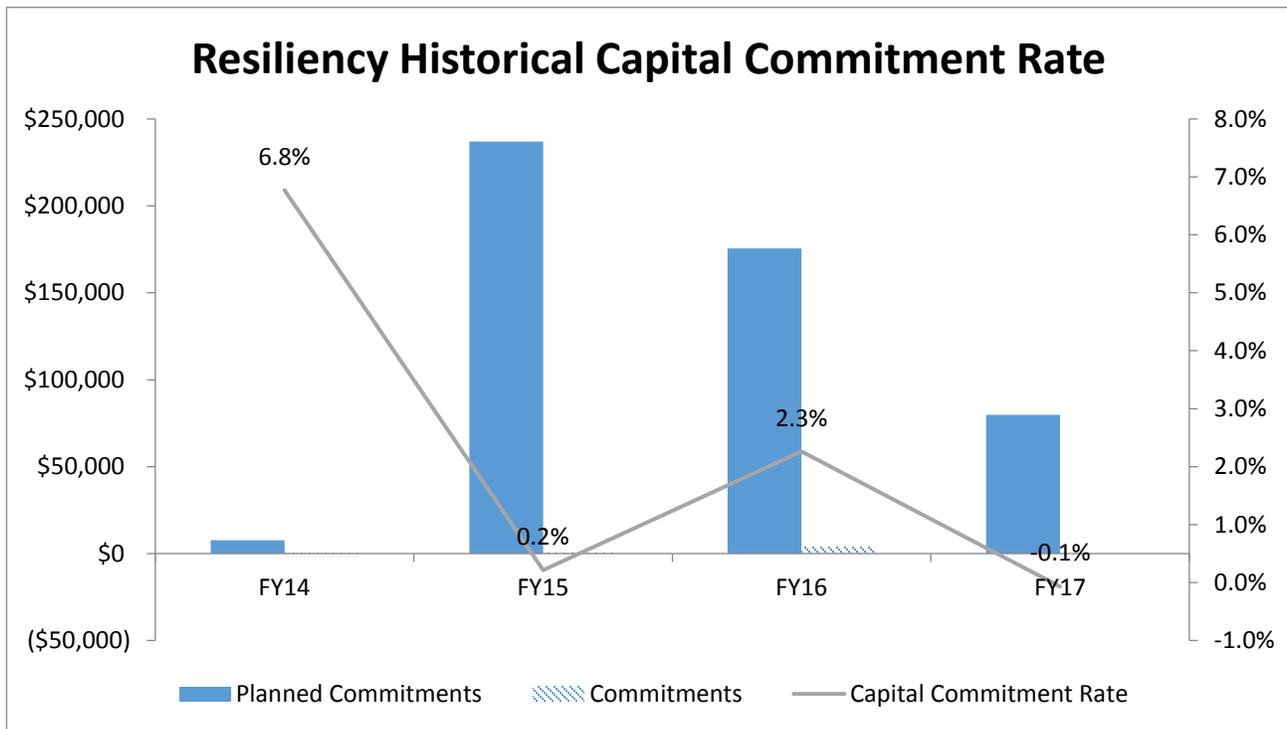


The Preliminary Capital Commitment Plan for Resiliency for Fiscal 2018-2022 has decreased marginally by \$1.1 million since the Adopted Capital Commitment Plan. Since the Adopted Plan, \$11.1 million has been shifted from Fiscal 2018 to Fiscal 2019 for the 52<sup>nd</sup> Street/Brooklyn 10 Pier Rehabilitation project.

The total available appropriations for Fiscal 2018 are \$795.6 million against planned Fiscal 2018 commitments totaling \$295.3 million in the Fiscal 2018 Capital Commitment Plan. This excess balance of \$500.3 in appropriations gives the Administration considerable flexibility within the capital plan. However, as the commitment of appropriations are legally bound to their budget line descriptions this flexibility is more limited than it appears from this variance alone.

Figure 43 displays historical Resiliency planned capital commitments at the time of the release of the Executive Capital Plan, alongside actual capital commitments taken that fiscal year. The ratio of these two amounts shows the capital commitment rate: the percentage of planned capital commitments that were actually committed that fiscal year.

**Figure 43**



The capital commitment rate for Resiliency has been consistently very low, averaging at 2.4 percent over the past four fiscal years. Much of this is not entirely under the City’s control, as a major share of Resiliency capital commitments are in non-city funds, including all capital commitments for Fiscal 2018 in the Preliminary Plan.

The Resiliency Capital Commitment Plan includes two budget lines: Citywide Resiliency Measures and Citywide Agency Facility and Operational Protective Measures. Citywide Resiliency Measures are largely funded with non-City dollars, with project ID’s primarily composed of lump sum lines and overarching plans composed of many smaller capital projects, such as the East Side Coastal Resiliency project. The Citywide Resiliency Measures budget line Preliminary Capital Commitment Plan for 2018-2022 is \$840.2 million, of which \$406.6 million is City funds. Of the \$840.2 million 2018-2022 Commitment Plan, \$117.6 million is allocated for Fiscal 2018.

Citywide Agency Facility and Operational Protective Measures are funded with City dollars with project lines focused primarily on smaller, specific projects. The Citywide Agency Facility and operational Protective Measures budget line Preliminary Capital Commitment Plan for 2018-2022 is

\$426.6 million, the entirety of which is City funds. Of this funding, \$177.7 million is allocated for Fiscal 2018.

### Major Resiliency Projects

Major capital projects included in the Preliminary Capital Plan for Fiscal 2018-2022 include the following.

- **East Side Coastal Resiliency.** The Fiscal 2018-2022 Capital Commitment Plan includes funding of \$510.9 million for the East Side Coastal Resiliency project, representing 40.3 percent of the commitment plan. This major project is designed to improve the resiliency of the area between Montgomery Street and 23<sup>rd</sup> Street on the Lower East Side of Manhattan against storm and flood damage. Of the \$510.9 million allocated for this project in the commitment plan, \$258.9 million, or 50.7 percent, is federal funding from the U.S. Department of Housing and Urban Development;
- **East Village, Lower East Side, Two Bridges - Resilient Neighborhoods.** Resilient Neighborhoods is a program to improve the resiliency of a select number of neighborhoods across the City to storm and flood damage in areas that are particularly vulnerable to natural disasters. The Fiscal 2018-2022 Capital Commitment Plan includes funding of \$202.3 million for such measures in the East Village, Lower East Side, and Two Bridges neighborhood. Of this funding, 86.4 percent is sourced from the U.S. Department of Housing and Urban Development.

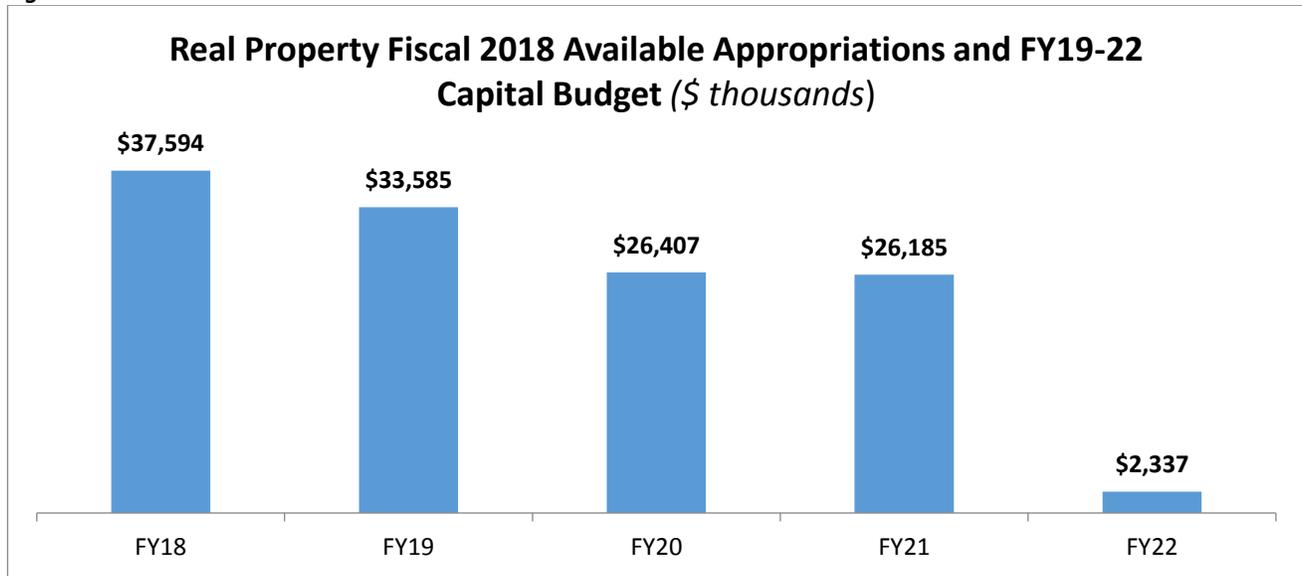
Newly added capital projects in the Preliminary Plan

- **Riverside Park.** The Fiscal 2018-2022 Capital Commitment Plan adds \$45.7 million in new funding for the 79<sup>th</sup> street boat basin in Riverside Park on the Upper West Side of Manhattan. Of this new funding, \$7.7 million is allocated for Fiscal 2018 and \$16.7 million is allocated for Fiscal 2019;
- **Bayswater Park.** The Fiscal 2018-2022 Capital Commitment Plan adds \$4.3 million in new funding for the reconstruction of Bayswater Park in Far Rockaway, Queens for Fiscal 2018.

### Real Property

The Real Property Capital Program funds pier and bulkhead construction and other related waterfront infrastructure projects.

Figure 44

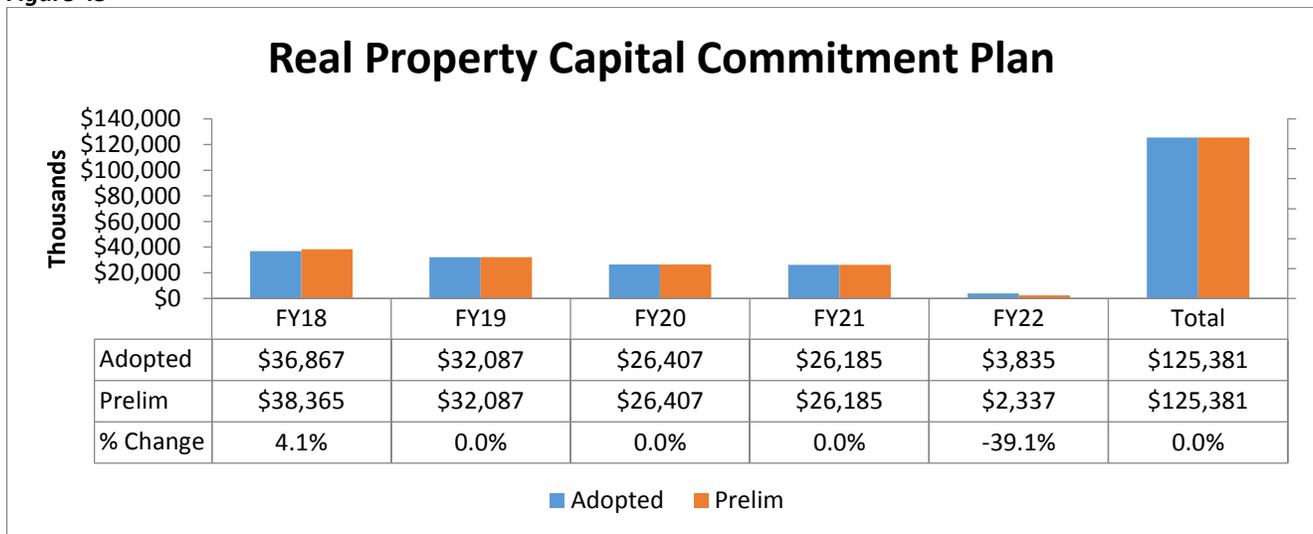


The Real Property Fiscal 2019 Preliminary Capital Budget includes \$88.5 million in Fiscal 2019-2022, of which \$33.6 million is allocated for Fiscal 2019. This represents less than one percent of the City’s total \$45.9 billion Capital Budget for 2019-2022. Available appropriations for Fiscal 2018 total \$37.6 million. This includes \$33.4 in reauthorized prior appropriations and \$4.1 million in authorized appropriations, less actual commitments of -\$122,000 in the current fiscal year. Negative actual commitments represent deregistered contracts.

**Capital Commitments**

The Real Property Preliminary Commitment Plan includes \$125.4 million in Fiscal 2018-2022. This represents less than one percent of the City’s total \$79.6 billion Preliminary Commitment Plan.

Figure 45



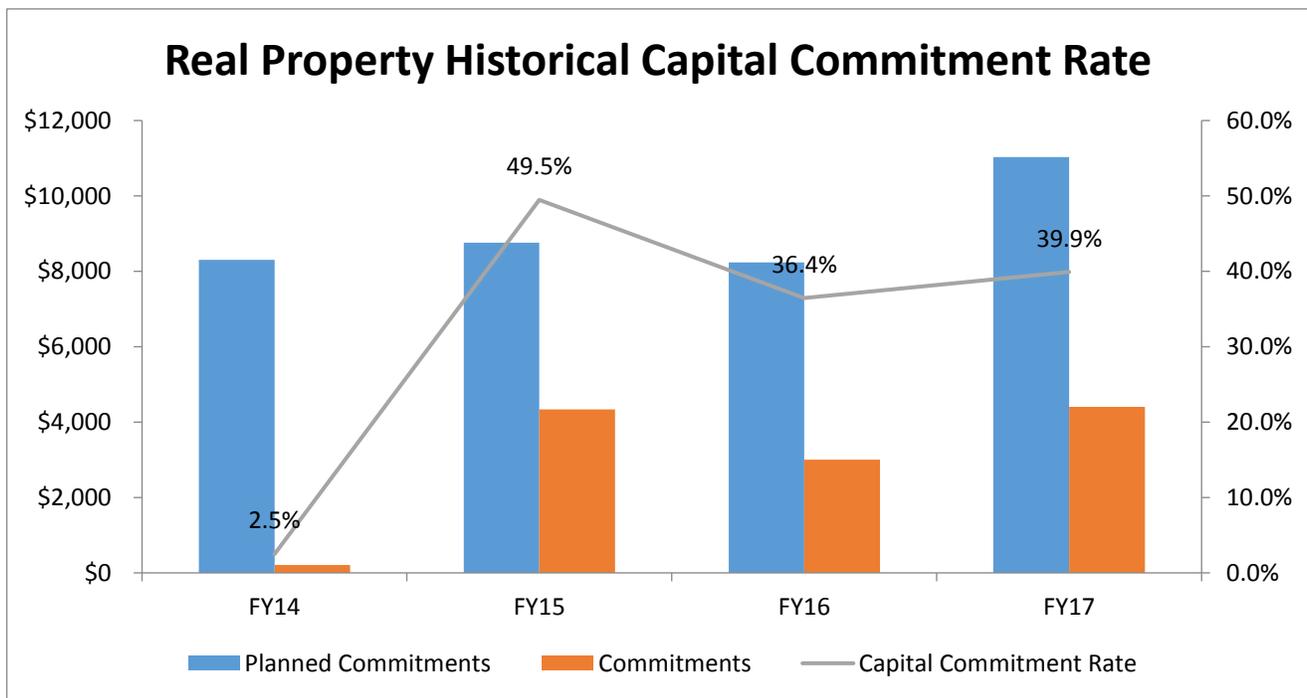
The Preliminary Capital Plan for Real Property for Fiscal 2018-2022 has remained unchanged in its total value since the Adopted Capital Plan. However, planned commitments of \$1.5 million have shifted from Fiscal 2022 to Fiscal 2018, representing a transfer of funding from a lump sum budget

line to the Vincent Avenue Seawall Rehabilitation project, which was previously unfunded in Fiscal 2018.

The total available appropriations for Fiscal 2018 are \$37.6 million against planned Fiscal 2018 commitments totaling \$38.4 million in the Real Property Fiscal 2018 Capital Commitment Plan. In almost all cases, available appropriations are greater than planned capital commitments. Planned commitments greater than appropriations for Real Property implies that new capital needs were identified that will require additional appropriations voted upon prior to their being committed.

Figure 46 displays historical Real Property planned capital commitments at the time of the release of the Executive Capital Plan, alongside actual capital commitments taken that fiscal year. The ratio of these two amounts shows the capital commitment rate: the percentage of planned capital commitments that were actually committed that fiscal year.

**Figure 46**



The Real Property commitment rate was a very low 2.5 percent in Fiscal 2014, but has subsequently risen to an average annual commitment rate of 41.9 percent between Fiscal 2015 and 2017.

The Real Property Commitment Plan includes one main budget line, as well as two additional budget lines, one of which is unfunded and the other of which (Reconstruction of DPR Buildings) includes funding of \$250,000 for YMCA South Shore on Staten Island for Fiscal 2018 and no additional funding. The plan is made up of 20 project ID’s, covering construction work on a variety of piers and other waterfront property, as well as two lump sum project ID’s that contain the majority of planned commitments. Of the \$125.4 million in the Real Property Fiscal 2018-2022 Capital Commitment Plan, \$106.4 million is in lump sum project ID’s. All Real Property projects have planned capital commitments of less than \$10 million over Fiscal 2018-2022.

**Major Real Property Projects**

Major capital projects included in the Preliminary Capital Plan for Fiscal 2018-2021 include the following.

- **East River Park.** The Fiscal 2019 Capital Commitment Plan includes funding of \$8.7 million for construction at the East River Park, a public park managed by the Parks Department on the Lower East Side of Manhattan;
- **Canton Court.** The Fiscal 2019 Capital Commitment Plan includes funding of \$4 million for bulkhead replacement on Canton Court in Gerritsen Beach, Brooklyn;
- **Vernon Boulevard.** The Fiscal 2019 Capital Commitment Plan includes funding of \$3.4 million for bulkhead replacement on Vernon Boulevard in Long Island City, Queens.

Newly added capital projects in the Preliminary Plan:

- **Vincent Avenue Seawall Rehabilitation.** The Fiscal 2019 Capital Commitment Plan includes new funding of \$2.6 million for the rehabilitation of the seawall at Vincent Avenue in Throgs Neck, Bronx, all of which is allocated for Fiscal 2018.

## Appendices

### A: Budget Actions in the November and the Preliminary Plans

<i>Dollars in Thousands</i>	FY18			FY19		
	City	Non-City	Total	City	Non-City	Total
<b>DCAS Budget as of the FY18 Adopted Budget</b>	<b>\$325,003</b>	<b>\$864,174</b>	<b>\$1,189,178</b>	<b>\$274,190</b>	<b>\$863,263</b>	<b>\$1,137,453</b>
<b>New Needs</b>						
Administrative and Operational Resources	\$1,552	\$0	1,552	\$2,746	\$0	2,746
Capitally Ineligible Items	3,528	0	3,528	1,444	0	1,444
IT Resources	2,393	0	2,393	1,056	0	1,056
Life Safety Measures	3,381	0	3,381	0	0	0
Staten Island Computer-Based Testing and Applications Center	976	0	976	1,387	0	1,387
Basement Apartments Program	0	0	0	68	0	68
BSA Staffing and Resources	90	0	90	95	0	95
Computerized Maintenance Management System (CMMS) Business Analysis Team	175	0	175	350	0	350
Lease Auditor	0	0	0	70	0	70
Life Safety Measures	2,007	0	2,007	915	0	915
Management Auditors for Non-Public School Security Guard Reimbursement Program	60	0	60	120	0	120
Provisional Reduction Program	2,939	0	2,939	480	0	480
Space Management	350	0	350	0	0	0
<b>Subtotal, New Needs</b>	<b>\$17,451</b>	<b>\$0</b>	<b>\$17,451</b>	<b>\$8,731</b>	<b>\$0</b>	<b>\$8,731</b>
<b>Other Adjustments</b>						
Genuine Auto Parts/NAPA	\$0	\$13,404	\$13,404	\$0	\$7,000	\$7,000
Fordham Library Renovations	1,740	0	1,740	0	0	0
Fleet - Vehicle Maintenance - November Plan	0	1,838	1,838	0	42	42
WEX Gas Card Program	0	1,707	1,707	0	70	70
Transfer for Lighting Upgrades	(443)	0	(443)	0	0	0
Lease Savings	0	(202)	(202)	0	0	0
Asset Management I/C Chargeback - November Plan	0	1,622	1,622	0	0	0
State Funded Court Cleaning	0	900	900	0	0	0
Unified Court Tenant Work Increase	0	1,227	1,227	0	0	0
Demand Response Program Rollover	0	740	740	0	0	0
Other Asset Management - November Plan	0	202	202	0	0	0
Office of Citywide Purchasing Warehousing and Logistics - November Plan	0	1,070	1,070	0	(27)	(27)
Municipal On-Road Diesel Grant	0	191	191	0	0	0
Other Executive and Operations Support - November Plan	0	443	443	0	75	75
Other Human Capital Division - November	0	461	461	0	120	120
Other - November Plan	0	241	241	0	0	0
Collective Bargaining	115	165	280	194	276	470
Vehicle Parts - Preliminary Plan	0	7,463	7,463	0	0	0
Citywide Space Management	3,000	0	3,000	0	0	0
Office of Citywide Purchasing Warehousing and Logistics - Preliminary Plan	0	1,473	1,473	0	(11)	(11)
Citywide Training Center Other Categorical Revenue	0	350	350	0	0	0
Auto Salvage Auction Revenue	200	0	200	0	0	0
Fleet - Vehicle Maintenance - Preliminary Plan	0	529	529	0	0	0

<i>Dollars in Thousands</i>	FY18			FY19		
	City	Non-City	Total	City	Non-City	Total
OMB Citywide Lease Savings	0	(98)	(98)	0	0	0
Asset Management I/C Chargeback - Preliminary Plan	0	150	150	0	0	0
State Appellate Court	0	157	157	0	0	0
Other - Preliminary Plan		708	708	0	0	0
Other Training	6	0	6	0	0	0
City Service Corps (MOIA)	(53)	0	(53)	0	0	0
NYC Service Fellow	42	0	42	0	0	0
Transfer from HRA	66	0	66	66	0	66
<b>Subtotal, Other Adjustments</b>	<b>\$4,673</b>	<b>\$34,741</b>	<b>\$39,414</b>	<b>\$260</b>	<b>\$7,545</b>	<b>\$7,805</b>
<b>Citywide Savings</b>						
330 Jay Street Operating Savings	(\$200)	\$0	(\$200)	\$0	\$0	\$0
Board of Standards and Appeals PS Savings	(75)	0	(75)	0	0	0
Incentive Payments for Electric Vehicles	(100)	0	(100)	(120)	0	(120)
NYSERDA Incentive Payments	(550)	0	(550)	(750)	0	(750)
PS Savings	0	0	0	(2,000)	0	(2,000)
<b>Subtotal, Citywide Savings</b>	<b>(\$925)</b>	<b>\$0</b>	<b>(\$925)</b>	<b>(\$2,870)</b>	<b>\$0</b>	<b>(\$2,870)</b>
<b>TOTAL, All Changes</b>	<b>\$21,198</b>	<b>\$34,742</b>	<b>\$55,940</b>	<b>\$6,122</b>	<b>\$7,545</b>	<b>\$13,667</b>
<b>DCAS Budget as of the FY19 Preliminary Budget</b>	<b>\$346,201</b>	<b>\$898,916</b>	<b>\$1,245,118</b>	<b>\$280,312</b>	<b>\$870,808</b>	<b>\$1,151,121</b>

### B: DCAS Headcount

	Actual - Year end					Budgeted - FY19 Prelim Plan			
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Full-Time	1,878	1,887	1,914	2,119	2,210	2,466	2,464	2,464	2,463
Full-Time Equivalent	190	190	191	60	134	315	268	271	271
<b>TOTAL</b>	<b>2,068</b>	<b>2,077</b>	<b>2,105</b>	<b>2,179</b>	<b>2,344</b>	<b>2,781</b>	<b>2,732</b>	<b>2,735</b>	<b>2,734</b>

## C: DCAS Contract Budget

<b>DCAS FY19 Preliminary Contract Budget</b>				
<i>Dollars in Thousands</i>				
<b>Category</b>	<b>FY18 Adopted</b>	<b>Number of Contracts</b>	<b>FY19 Preliminary</b>	<b>Number of Contracts</b>
Contractual Services General	\$17,158	12	\$10,887	10
Telecommunications Maintenance	8	5	8	5
Maintenance and Repair - Motor Vehicle Equipment	2,781	8	2,685	8
Maintenance and Repair - General	16,132	49	11,749	49
Office Equipment Maintenance	94	7	94	7
Data Processing Equipment	180	8	212	8
Printing Contracts	613	6	717	7
Security Services	20,181	10	19,589	9
Temporary Services	446	7	495	7
Cleaning Services	108	9	108	9
Transportation Expenditures	116	3	116	3
Training Program City Employees	1,158	11	1,194	11
Maintenance and Operation of Infrastructure	4,418	2	4,418	2
Professional Services - Accounting and Auditing	1	1	1	1
Professional Services - Computer Services	2,792	8	1,653	6
Professional Services - Other	2,750	12	3,010	13
Bank Charges Public Assistance Account	21	1	21	1
<b>TOTAL</b>	<b>\$68,955</b>	<b>159</b>	<b>\$56,956</b>	<b>156</b>

## D: DCAS Miscellaneous Revenue

<b>DCAS Miscellaneous Revenue Budget Overview</b>						
<i>Dollars in Thousands</i>						
<b>Revenue Sources</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>FY18</b>	<b>FY19</b>	<b>FY18-FY19</b>
BSA Filing Fees	\$1,193	\$1,628	\$1,696	\$1,696	\$1,696	\$0
Civil Service Exam Fees	5,730	7,923	5,260	6,560	4,760	(500)
Third Party Gas and Electric	5,339	3,548	3,800	3,800	3,800	0
Commercial Rents	52,410	49,678	43,077	43,077	43,077	0
Down Payment for Property Sale	19,166	0	0	0	0	0
Mortgage Payment Non Inrem	9,408	504	450	450	450	0
Salvage (Autos, Equip. & Oth.)	11,026	9,216	8,893	10,893	7,893	(1,000)
City Publishing Center	943	889	743	743	743	0
Claims for Damage to Vehic.	409	777	735	735	735	0
Procurement Card Rebates	553	2,394	1,093	2,093	1,093	0
All Other Miscellaneous Revenue	23	7	40	40	40	0
<b>TOTAL</b>	<b>\$106,200</b>	<b>\$76,564</b>	<b>\$65,787</b>	<b>\$70,087</b>	<b>\$64,287</b>	<b>(\$1,500)</b>

## E: Citywide Heat, Light, and Power Spending and Budget

CITYWIDE HEAT, LIGHT AND POWER BUDGET AND HISTORICAL EXPENDITURES							
(\$ thousands)	Actual	Actual	Actual	Actual	Actual	Preliminary Plan	
Funding Source	2013	2014	2015	2016	2017	2018	2019
Intra-city	\$641,996	\$684,317	\$633,972	\$557,293	\$583,711	\$610,317	\$610,317
City	32,892	29,024	28,852	24,299	24,040	24,647	24,647
Other Categorical	84,978	86,972	82,123	70,735	74,749	78,639	78,639
State	438	439	421	394	461	295	295
<b>Total</b>	<b>\$760,304</b>	<b>\$800,751</b>	<b>\$745,369</b>	<b>\$652,721</b>	<b>\$682,961</b>	<b>\$713,898</b>	<b>\$713,898</b>

## F: Program Areas

## F1: Division of Administration and Security Budget Detail

Division of Administration and Security Financial Summary						
	FY16	FY17	FY18	Preliminary Plan		*Difference
Dollars in Thousands	Actual	Actual	Adopted	FY18	FY19	FY18-FY19
<b>Spending</b>						
Personal Services	\$9,941	\$11,528	\$13,008	\$13,399	\$13,788	\$780
Other Than Personal Services	15,489	30,888	35,167	34,929	15,096	(20,072)
<b>TOTAL</b>	<b>\$25,430</b>	<b>\$42,416</b>	<b>\$48,176</b>	<b>\$48,329</b>	<b>\$28,884</b>	<b>(\$19,292)</b>
<b>Personal Services</b>						
Additional Gross Pay	\$245	\$186	\$102	\$102	\$102	\$0
Full-Time Salaried - Civilian	8,018	9,398	11,191	11,316	11,705	514
Other Salaried & Unsalari ed	276	182	582	393	393	(189)
Overtime - Civilian	1,377	1,726	1,125	1,580	1,580	455
P.S. Other	24	36	9	9	9	0
<b>SUBTOTAL</b>	<b>\$9,941</b>	<b>\$11,528</b>	<b>\$13,008</b>	<b>\$13,399</b>	<b>\$13,788</b>	<b>\$780</b>
<b>Other Than Personal Services</b>						
Contractual Services	\$14,342	\$15,469	\$15,011	\$14,062	\$14,289	(\$722)
Fixed & Misc. Charges	6	4	7	7	7	0
Other Services & Charges	669	15,116	19,979	20,321	529	(19,450)
Property & Equipment	303	116	47	135	47	0
Supplies & Materials	169	183	124	405	224	100
<b>SUBTOTAL</b>	<b>\$15,489</b>	<b>\$30,888</b>	<b>\$35,167</b>	<b>\$34,929</b>	<b>\$15,096</b>	<b>(\$20,072)</b>
<b>TOTAL</b>	<b>\$25,430</b>	<b>\$42,416</b>	<b>\$48,176</b>	<b>\$48,329</b>	<b>\$28,884</b>	<b>(\$19,292)</b>
<b>Funding</b>						
City Funds			\$47,671	\$47,812	\$28,379	(\$19,292)
Intra City			505	517	505	0
<b>TOTAL</b>	<b>\$25,430</b>	<b>\$42,416</b>	<b>\$48,176</b>	<b>\$48,329</b>	<b>\$28,884</b>	<b>(\$19,292)</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Civilian	150	198	211	219	219	8
<b>TOTAL</b>	<b>150</b>	<b>198</b>	<b>211</b>	<b>219</b>	<b>219</b>	<b>8</b>

\*The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.

**F2: Division of Asset Management – Public Facilities Budget Detail**

<b>Division of Asset Management - Public Facilities Financial Summary</b>						
<i>Dollars in Thousands</i>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>FY18</b>	<b>FY19</b>	<b>FY18-FY19</b>
<b>Spending</b>						
Personal Services	\$98,319	\$103,651	\$104,519	\$105,628	\$105,467	\$948
Other Than Personal Services	802,712	150,241	144,959	163,608	139,979	(4,980)
<b>TOTAL</b>	<b>\$901,030</b>	<b>\$253,892</b>	<b>\$249,478</b>	<b>\$269,236</b>	<b>\$245,446</b>	<b>(\$4,032)</b>
<b>Personal Services</b>						
Additional Gross Pay	\$8,456	\$4,669	\$1,365	\$1,092	\$1,232	(\$133)
Full-Time Salaried - Civilian	69,588	75,605	84,764	81,092	81,483	(3,281)
Other Salaried & Unsalared	392	519	2,574	2,337	2,472	(102)
Overtime - Civilian	19,883	22,859	15,638	20,928	20,101	4,463
P.S. Other	0	0	179	179	179	0
<b>SUBTOTAL</b>	<b>\$98,319</b>	<b>\$103,651</b>	<b>\$104,519</b>	<b>\$105,628</b>	<b>\$105,467</b>	<b>\$948</b>
<b>Other Than Personal Services</b>						
Contractual Services	\$31,935	\$30,612	\$28,156	\$38,120	\$25,574	(\$2,582)
Fixed & Misc. Charges	14,268	6,479	202	202	202	\$0
Other Services & Charges	747,909	104,173	109,616	115,620	107,739	(1,877)
Property & Equipment	2,771	2,036	1,900	1,521	1,379	(521)
Supplies & Materials	5,828	6,942	5,084	8,145	5,084	\$0
<b>SUBTOTAL</b>	<b>\$802,712</b>	<b>\$150,241</b>	<b>\$144,959</b>	<b>\$163,608</b>	<b>\$139,979</b>	<b>(\$4,980)</b>
<b>TOTAL</b>	<b>\$901,030</b>	<b>\$253,892</b>	<b>\$249,478</b>	<b>\$269,236</b>	<b>\$245,446</b>	<b>(\$4,032)</b>
<b>Funding</b>						
City Funds			\$110,083	\$125,669	\$106,636	(\$3,446)
Other Categorical			2,807	2,807	2,807	0
Capital- IFA			752	752	752	0
State			54,428	57,060	54,691	263
Federal - Community Development			1,598	1,598	1,598	0
Intra City			79,810	81,350	78,962	(848)
<b>TOTAL</b>	<b>\$901,030</b>	<b>\$253,892</b>	<b>\$249,478</b>	<b>\$269,236</b>	<b>\$245,446</b>	<b>(\$4,032)</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Civilian	1,203	1,201	1,339	1,353	1,354	15
<b>TOTAL</b>	<b>1,203</b>	<b>1,201</b>	<b>1,339</b>	<b>1,353</b>	<b>1,354</b>	<b>15</b>

\*The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.

**F3: Division of Citywide Fleet Services Budget Detail**

<b>Division of Citywide Fleet Services Financial Summary</b>						
<i>Dollars in Thousands</i>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>FY18</b>	<b>FY19</b>	<b>FY18-FY19</b>
<b>Spending</b>						
Personal Services	\$2,595	\$2,799	\$2,959	\$2,943	\$3,088	\$129
Other Than Personal Services	43,476	45,189	16,250	43,333	19,095	2,845
<b>TOTAL</b>	<b>\$46,071</b>	<b>\$47,988</b>	<b>\$19,209</b>	<b>\$46,276</b>	<b>\$22,183</b>	<b>\$2,974</b>
<b>Personal Services</b>						
Full-Time Salaried - Civilian	\$2,415	\$2,712	\$2,760	\$2,767	\$2,912	\$152
Unsalariated	35	0	198	175	175	(23)
Overtime - Civilian	50	62	0	0	0	0
Additional Gross Pay and P.S. Other	94	25	1	1	1	0
<b>SUBTOTAL</b>	<b>\$2,595</b>	<b>\$2,799</b>	<b>\$2,959</b>	<b>\$2,943</b>	<b>\$3,088</b>	<b>\$129</b>
<b>Other Than Personal Services</b>						
Contractual Services	\$7,840	\$6,948	\$3,710	\$9,029	\$3,440	(\$270)
Other Services & Charges	1,402	2,158	3,447	2,709	3,346	(102)
Property & Equipment	3,543	3,102	3,840	3,704	12	(3,828)
Supplies & Materials	30,691	32,982	5,253	27,891	12,298	7,045
<b>SUBTOTAL</b>	<b>\$43,476</b>	<b>\$45,189</b>	<b>\$16,250</b>	<b>\$43,333</b>	<b>\$19,095</b>	<b>\$2,845</b>
<b>TOTAL</b>	<b>\$46,071</b>	<b>\$47,988</b>	<b>\$19,209</b>	<b>\$46,276</b>	<b>\$22,183</b>	<b>\$2,974</b>
<b>Funding</b>						
City Funds			\$11,650	\$13,540	\$7,533	(\$4,117)
Other Categorical			1,169	1,169	1,169	0
Federal - Other			0	191	0	0
Intra City			6,390	31,376	13,482	7,091
<b>TOTAL</b>	<b>\$46,071</b>	<b>\$47,988</b>	<b>\$19,209</b>	<b>\$46,276</b>	<b>\$22,183</b>	<b>\$2,974</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Civilian	33	32	34	36	36	2
<b>TOTAL</b>	<b>33</b>	<b>32</b>	<b>34</b>	<b>36</b>	<b>36</b>	<b>2</b>

\*The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.

**F4: Division of Energy Management Budget Detail**

<b>Energy Conservation Financial Summary</b>						
<i>Dollars in Thousands</i>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>FY18</b>	<b>FY19</b>	<b>FY18-FY19</b>
<b>Spending</b>						
Personal Services	\$3,578	\$3,742	\$4,651	\$4,389	\$4,484	(\$166)
Other Than Personal Services	39,878	717,043	757,456	756,706	740,319	(17,137)
<b>TOTAL</b>	<b>\$43,456</b>	<b>\$720,786</b>	<b>\$762,107</b>	<b>\$761,095</b>	<b>\$744,803</b>	<b>(\$17,304)</b>
<b>Personal Services</b>						
Additional Gross Pay	\$150	\$49	\$27	\$27	\$27	\$0
Full-Time Salaried - Civilian	3,343	3,592	4,602	4,331	4,436	(166)
Unsalaries	86	100	22	31	22	0
<b>SUBTOTAL</b>	<b>\$3,578</b>	<b>\$3,742</b>	<b>\$4,651</b>	<b>\$4,389</b>	<b>\$4,484</b>	<b>(\$166)</b>
<b>Other Than Personal Services</b>						
Contractual Services	\$5,206	\$1,448	\$16,252	\$3,405	\$8,365	(\$7,887)
Fixed & Misc. Charges	584	2,697	1	3,822	1	0
Other Services & Charges	33,160	711,574	741,190	748,757	731,940	(9,250)
Property & Equipment	13	58	9	210	9	0
Supplies & Materials	915	1,266	4	511	4	0
<b>SUBTOTAL</b>	<b>\$39,878</b>	<b>\$717,043</b>	<b>\$757,456</b>	<b>\$756,706</b>	<b>\$740,319</b>	<b>(\$17,137)</b>
<b>TOTAL</b>	<b>\$43,456</b>	<b>\$720,786</b>	<b>\$762,107</b>	<b>\$761,095</b>	<b>\$744,803</b>	<b>(\$17,304)</b>
<b>Funding</b>						
City Funds			\$73,121	\$71,258	\$55,817	(\$17,304)
Other Categorical			78,065	78,915	78,065	0
Capital- IFA			309	309	309	0
State			295	295	295	0
Intra City			610,317	610,317	610,317	0
<b>TOTAL</b>	<b>\$43,456</b>	<b>\$720,786</b>	<b>\$762,107</b>	<b>\$761,095</b>	<b>\$744,803</b>	<b>(\$17,304)</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Civilian	37	43	58	53	53	(5)
<b>TOTAL</b>	<b>37</b>	<b>43</b>	<b>58</b>	<b>53</b>	<b>53</b>	<b>(5)</b>

\*The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.

**F5: Division of Executive Operations Support Budget Detail**

<b>Division of Executive and Operations Support Financial Summary</b>						
<i>Dollars in Thousands</i>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>FY18</b>	<b>FY19</b>	<b>FY18-FY19</b>
<b>Spending</b>						
Personal Services	\$21,890	\$24,342	\$24,762	\$25,573	\$25,890	\$1,129
Other Than Personal Services	7,688	3,408	6,138	7,660	5,530	(608)
<b>TOTAL</b>	<b>\$29,577</b>	<b>\$27,750</b>	<b>\$30,900</b>	<b>\$33,234</b>	<b>\$31,421</b>	<b>\$521</b>
<b>Personal Services</b>						
Additional Gross Pay	\$682	\$693	\$151	\$308	\$308	\$157
Full-Time Salaried - Civilian	18,619	20,863	21,798	22,425	22,951	1,154
Other Salaried & Unsalariated	659	88	659	844	634	(25)
Overtime - Civilian	195	191	399	242	242	(157)
Fringe Benefits - SWB	1,720	2,501	1,754	1,754	1,754	
P.S. Other	16	7	1	1	1	0
<b>SUBTOTAL</b>	<b>\$21,890</b>	<b>\$24,342</b>	<b>\$24,762</b>	<b>\$25,573</b>	<b>\$25,890</b>	<b>\$1,129</b>
<b>Other Than Personal Services</b>						
Contractual Services	\$1,917	\$1,591	\$1,268	\$4,777	\$2,197	\$929
Fixed & Misc. Charges	10	1	2	2	2	0
Other Services & Charges	5,185	1,094	1,834	1,990	1,714	(120)
Property & Equipment	317	265	2,496	341	947	(1,549)
Supplies & Materials	259	457	538	551	670	133
<b>SUBTOTAL</b>	<b>\$7,688</b>	<b>\$3,408</b>	<b>\$6,138</b>	<b>\$7,660</b>	<b>\$5,530</b>	<b>(\$608)</b>
<b>TOTAL</b>	<b>\$29,577</b>	<b>\$27,750</b>	<b>\$30,900</b>	<b>\$33,234</b>	<b>\$31,421</b>	<b>\$521</b>
<b>Funding</b>						
City Funds			\$30,124	\$32,015	\$30,595	\$471
Other Categorical			25	403	75	50
Capital- IFA			334	334	334	0
State			247	247	247	0
Intra City			169	234	169	0
<b>TOTAL</b>	<b>\$29,577</b>	<b>\$27,750</b>	<b>\$30,900</b>	<b>\$33,234</b>	<b>\$31,421</b>	<b>\$521</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Civilian	229	248	258	262	259	1
<b>TOTAL</b>	<b>229</b>	<b>248</b>	<b>258</b>	<b>262</b>	<b>259</b>	<b>1</b>

\*The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.

**F6: Division of External Publications and Retail Operations Budget Detail**

<b>Division of External Publications and Retail Operations Financial Summary</b>						
<i>Dollars in Thousands</i>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>FY18</b>	<b>FY19</b>	<b>FY18-FY19</b>
<b>Spending</b>						
Personal Services	\$1,446	\$1,425	\$1,616	\$2,203	\$2,243	\$627
Other Than Personal Services	1,116	972	997	997	997	0
<b>TOTAL</b>	<b>\$2,562</b>	<b>\$2,397</b>	<b>\$2,613</b>	<b>\$3,200</b>	<b>\$3,240</b>	<b>\$627</b>
<b>Personal Services</b>						
Additional Gross Pay	\$117	\$23	\$8	\$8	\$8	\$0
Full-Time Salaried	1,174	1,302	1,169	1,675	1,715	546
Unsalariated	119	74	41	41	41	0
Overtime - Civilian	37	26	53	134	134	81
P.S. Other	0	0	344	344	344	0
<b>SUBTOTAL</b>	<b>\$1,446</b>	<b>\$1,425</b>	<b>\$1,616</b>	<b>\$2,203</b>	<b>\$2,243</b>	<b>\$627</b>
<b>Other Than Personal Services</b>						
Contractual Services	\$388	\$494	\$391	\$412	\$391	\$0
Other Services & Charges	56	21	42	43	42	0
Property & Equipment	201	31	32	22	32	0
Supplies & Materials	471	426	532	521	532	0
<b>SUBTOTAL</b>	<b>\$1,116</b>	<b>\$972</b>	<b>\$997</b>	<b>\$997</b>	<b>\$997</b>	<b>\$0</b>
<b>TOTAL</b>	<b>\$2,562</b>	<b>\$2,397</b>	<b>\$2,613</b>	<b>\$3,200</b>	<b>\$3,240</b>	<b>\$627</b>
<b>Funding</b>						
City Funds			\$2,613	\$3,200	\$3,240	\$627
<b>TOTAL</b>	<b>\$2,562</b>	<b>\$2,397</b>	<b>\$2,613</b>	<b>\$3,200</b>	<b>\$3,240</b>	<b>\$627</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Civilian	21	19	22	29	29	7
<b>TOTAL</b>	<b>21</b>	<b>19</b>	<b>22</b>	<b>29</b>	<b>29</b>	<b>7</b>

\*The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.

**F7: Division of Human Capital Budget Detail**

<b>Division of Human Capital Financial Summary</b>						
	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
<i>Dollars in Thousands</i>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>FY18</b>	<b>FY19</b>	<b>FY18-FY19</b>
<b>Spending</b>						
Personal Services	\$21,381	\$23,151	\$27,520	\$28,404	\$27,348	(\$172)
Other Than Personal Services	5,615	5,247	8,826	12,434	6,292	(2,534)
<b>TOTAL</b>	<b>\$26,997</b>	<b>\$28,398</b>	<b>\$36,346</b>	<b>\$40,838</b>	<b>\$33,640</b>	<b>(\$2,706)</b>
<b>Personal Services</b>						
Additional Gross Pay	\$699	\$470	\$200	\$200	\$200	\$0
Full-Time Salaried - Civilian	16,466	18,701	18,579	19,038	19,972	1,393
Other Salaried & Unsalaries	3,735	3,112	6,381	7,000	5,010	(1,371)
Overtime - Civilian	481	867	919	725	725	(194)
P.S. Other	0	0	1,442	1,442	1,442	0
<b>SUBTOTAL</b>	<b>\$21,381</b>	<b>\$23,151</b>	<b>\$27,520</b>	<b>\$28,404</b>	<b>\$27,348</b>	<b>(\$172)</b>
<b>Other Than Personal Services</b>						
Contractual Services	\$3,324	\$3,025	\$2,320	\$2,555	\$1,660	(\$660)
Other Services & Charges	1,616	1,780	6,210	8,583	4,317	(1,893)
Property & Equipment	405	263	149	220	149	0
Supplies & Materials	271	179	148	1,075	167	19
<b>SUBTOTAL</b>	<b>\$5,615</b>	<b>\$5,247</b>	<b>\$8,826</b>	<b>\$12,434</b>	<b>\$6,292</b>	<b>(\$2,534)</b>
<b>TOTAL</b>	<b>\$26,997</b>	<b>\$28,398</b>	<b>\$36,346</b>	<b>\$40,838</b>	<b>\$33,640</b>	<b>(\$2,706)</b>
<b>Funding</b>						
City Funds			\$32,544	\$35,645	\$29,725	(\$2,818)
Other Categorical			0	701	67	67
Federal - Other			2,120	2,120	2,120	0
Intra City			1,682	2,372	1,728	46
<b>TOTAL</b>	<b>\$26,997</b>	<b>\$28,398</b>	<b>\$36,346</b>	<b>\$40,838</b>	<b>\$33,640</b>	<b>(\$2,706)</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Civilian	271	296	313	325	324	11
<b>TOTAL</b>	<b>271</b>	<b>296</b>	<b>313</b>	<b>325</b>	<b>324</b>	<b>11</b>

\*The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.

**F8: Office of Citywide Purchasing Budget Detail**

<b>Division of Citywide Purchasing Financial Summary</b>						
<i>Dollars in Thousands</i>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>FY18</b>	<b>FY19</b>	<b>FY18-FY19</b>
<b>Spending</b>						
Personal Services	\$10,018	\$10,550	\$10,911	\$10,598	\$10,858	(\$53)
Other Than Personal Services	30,257	29,171	26,065	28,762	26,790	725
<b>TOTAL</b>	<b>\$40,275</b>	<b>\$39,721</b>	<b>\$36,976</b>	<b>\$39,360</b>	<b>\$37,648</b>	<b>\$672</b>
<b>Personal Services</b>						
Full-Time Salaried - Civilian	9,412	10,100	9,822	9,601	9,861	39
Other Salaried & Unsalariad	221	0	697	590	590	(108)
Overtime - Civilian	214	207	194	254	254	60
Additional Gross Pay and P.S. Other	170	243	197	153	153	(44)
<b>SUBTOTAL</b>	<b>\$10,018</b>	<b>\$10,550</b>	<b>\$10,911</b>	<b>\$10,598</b>	<b>\$10,858</b>	<b>(\$53)</b>
<b>Other Than Personal Services</b>						
Contractual Services	\$885	\$844	\$1,824	\$1,786	\$957	(\$867)
Other Services & Charges	6,917	6,053	4,464	4,533	6,089	1,625
Property & Equipment	226	167	46	119	46	0
Supplies & Materials	22,229	22,108	19,731	22,324	19,698	(33)
<b>SUBTOTAL</b>	<b>\$30,257</b>	<b>\$29,171</b>	<b>\$26,065</b>	<b>\$28,762</b>	<b>\$26,790</b>	<b>\$725</b>
<b>TOTAL</b>	<b>\$40,275</b>	<b>\$39,721</b>	<b>\$36,976</b>	<b>\$39,360</b>	<b>\$37,648</b>	<b>\$672</b>
<b>Funding</b>						
City Funds			\$13,826	\$13,513	\$14,532	\$706
Other Categorical			0	100	0	0
Intra City			23,150	25,747	23,116	(34)
<b>TOTAL</b>	<b>\$40,275</b>	<b>\$39,721</b>	<b>\$36,976</b>	<b>\$39,360</b>	<b>\$37,648</b>	<b>\$672</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Civilian	155	154	160	161	161	1
<b>TOTAL</b>	<b>155</b>	<b>154</b>	<b>160</b>	<b>161</b>	<b>161</b>	<b>1</b>

\*The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.

**F9: Board of Standards and Appeals Budget Detail**

<b>Board of Standards and Appeals Financial Summary</b>						
<i>Dollars in Thousands</i>	FY16	FY17	FY18	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY18	FY19	FY18-FY19
<b>Spending</b>						
Personal Services	\$1,963	\$2,089	\$2,249	\$2,309	\$2,639	\$389
Other Than Personal Services	416	429	1,123	1,240	1,217	94
<b>TOTAL</b>	<b>\$2,379</b>	<b>\$2,518</b>	<b>\$3,373</b>	<b>\$3,549</b>	<b>\$3,856</b>	<b>\$483</b>
<b>Personal Services</b>						
Additional Gross Pay	\$120	\$32	\$8	\$8	\$8	\$0
Full-Time Salaried - Civilian	1,712	1,981	2,149	2,208	2,538	389
Other Salaried & Unsalared	131	76	83	83	83	0
P.S. Other	0	0	10	10	10	0
<b>SUBTOTAL</b>	<b>\$1,963</b>	<b>\$2,089</b>	<b>\$2,249</b>	<b>\$2,309</b>	<b>\$2,639</b>	<b>\$389</b>
<b>Other Than Personal Services</b>						
Contractual Services	\$6	\$0	\$23	\$73	\$83	\$60
Other Services & Charges	385	396	1,055	1,096	1,089	34
Property & Equipment	16	25	15	52	15	0
Supplies & Materials	10	8	30	19	30	0
<b>SUBTOTAL</b>	<b>\$416</b>	<b>\$429</b>	<b>\$1,123</b>	<b>\$1,240</b>	<b>\$1,217</b>	<b>\$94</b>
<b>TOTAL</b>	<b>\$2,379</b>	<b>\$2,518</b>	<b>\$3,373</b>	<b>\$3,549</b>	<b>\$3,856</b>	<b>\$483</b>
<b>Funding</b>						
City Funds			\$3,373	\$3,549	\$3,856	\$483
<b>TOTAL</b>	<b>\$2,379</b>	<b>\$2,518</b>	<b>\$3,373</b>	<b>\$3,549</b>	<b>\$3,856</b>	<b>\$483</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Civilian	20	19	24	28	29	5
<b>TOTAL</b>	<b>20</b>	<b>19</b>	<b>24</b>	<b>28</b>	<b>29</b>	<b>5</b>

\*The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.

**G: DCAS 2018 PMMR Indicators****G1: Administration and Security PMMR Indicators**

Administration and Security Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Workplace injuries reported	66	52	68	*	*	34	9
Accidents involving the public in DCAS-managed properties	18	21	25	*	*	6	14
Letters responded to in 14 days (%)	50%	66%	56%	*	*	43%	50%
E-mails responded to in 14 days (%)	74%	81%	85%	*	*	85%	85%
Average wait time to speak with a customer service agent (minutes)	1:00	1:39	1:28	*	*	NA	NA

**G2: Asset Management PMMR Indicators**

Asset Management Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Average building cleanliness and condition rating for DCAS-managed space (non-court) (%)	69%	70%	70%	72%	72%	NA	NA
CORE customer experience rating of facilities (0-100)	94	100	97	95	95	NA	NA
Average time to complete in-house trade shop work orders for minor repairs (days)	4.2	3.6	3.5	4	4	3.5	5.4
In-house trade shop work orders completed within 30 days (%)	70%	70%	64%	75%	75%	67%	64%
Lease-in agreements executed	53	66	39	*	*	NA	NA
Square footage associated with executed lease-in agreements (000)	1,712	3,011	1,724	*	*	NA	NA
Lease revenue generated (\$000)	\$55,484	\$52,419	\$49,679	\$43,078	\$43,078	\$21,205	\$17,065
Real estate auction bids received (\$000)	NA	\$12,990	\$0	*	*	NA	NA
Average cost of cleaning per square foot (\$)	\$2.90	\$3.00	\$3.20	*	*	NA	NA

**G3: Citywide Fleet Services PMMR Indicators**

Citywide Fleet Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Hybrid or alternative fuel vehicles in the citywide fleet (%)	57%	59%	60%	63%	63%	59%	60%
– Hybrid or alternative fuel vehicles in the DCAS-managed fleet (%)	66%	74%	76%	76%	78%	75%	76%
Vehicles with highest emission ratings purchased pursuant to Local Law 38 in the citywide fleet (%)	98%	98%	100%	95%	98%	NA	NA
– Vehicles with highest emission ratings purchased pursuant to Local Law 38 in DCAS-managed fleet (%)	96%	100%	100%	95%	98%	NA	NA
Electric vehicles in the citywide fleet	802	945	1,295	1,750	2,000	1,015	1,530
– Electric vehicles in the DCAS-managed fleet	64	72	140	160	250	81	236
Fleet in-service rate citywide (%)	90%	91%	92%	91%	92%	92%	92%
– Fleet in-service rate for DCAS-managed fleet (%)	98%	98%	99%	98%	98%	99%	98%
City employees trained in defensive driving citywide	15,266	7,929	7,876	8,000	8,500	2,305	4,526
– Employees of DCAS-managed fleet agencies trained in defensive driving	1,879	1,690	1,881	2,000	2,000	527	1,783
Collisions involving City vehicles citywide	5,726	6,344	6,363	*	*	2,077	2,008
– Collisions involving City vehicles in the DCAS-managed fleet	449	400	421	*	*	140	139
Preventable collisions involving City vehicles citywide	2,873	2,815	3,095	*	*	1,077	999
– Preventable collisions involving City vehicles in the DCAS-managed fleet	211	145	161	*	*	60	39
Injuries resulting from collisions involving City vehicles citywide	669	510	727	*	*	285	291
– Injuries resulting from collisions involving City vehicles in the DCAS-managed fleet	60	66	70	*	*	24	38
Fatalities resulting from collisions involving non-emergency City vehicles citywide	5	1	1	*	*	1	1
– Fatalities resulting from collisions involving non-emergency City vehicles in the DCAS-managed fleet	0	0	0	*	*	0	0
– Revenue generated from auto auctions (\$000)	\$6,254	\$9,770	\$7,732	\$6,692	\$6,692	\$2,441	\$3,324

**G4: Energy Management PMMR Indicators**

Energy Conservation Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Electricity purchased (kilowatt hours) (billions)	4.3	4.2	4.3	*	*	NA	NA
Total energy purchased (British Thermal Units) (trillions)	29.5	28.4	28.8	*	*	NA	NA
– Electricity (%)	49.30%	51.00%	50.40%	*	*	NA	NA
– Natural gas (%)	42.40%	42.00%	42.50%	*	*	NA	NA
– Steam (%)	8.30%	7.00%	7.10%	*	*	NA	NA
Annual estimated reduction in greenhouse gas emissions from all energy projects (metric tons)	40,984	14,459	43,833	50,229	50,229	NA	NA
Cumulative estimated reduction in greenhouse gas emissions from all energy projects (metric tons)	60,723	75,182	119,015	170,823	170,823	NA	NA
Annual estimated avoided energy cost from all energy projects (\$000,000)	\$12.46	\$6.56	\$14.23	\$15.16	\$15.16	NA	NA
Cumulative estimated avoided energy cost from all energy projects (\$000,000)	\$19.52	\$26.08	\$40.31	\$56.81	\$56.81	NA	NA
Annual energy retrofit/conservation projects completed	109	158	478	*	*	NA	NA
Cumulative energy retrofit/conservation projects completed	223	381	859	*	*	NA	NA
Annual Energy Efficiency Reports (EER) completed	145	141	64	*	*	NA	NA
Cumulative Energy Efficiency Reports (EER) completed	403	544	608	*	*	NA	NA
Cumulative installed solar capacity (kilowatts)	2,759.10	7,996.00	7,996.00	UP	UP	NA	NA

**G5: Human Capital PMMR Indicators**

Human Capital Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Applications received for open competitive civil service exams	184,849	79,878	170,031	*	*	33,866	34,144
Employment applications received via NYC Jobs	925,054	952,641	1,142,330	*	*	NA	NA
New hires - White (%)	23.90%	23.00%	22.00%	*	*	23.00%	22.80%
New hires - Black (%)	40.80%	36.80%	41.60%	*	*	43.80%	42.40%
New hires - Hispanic (%)	19.80%	19.50%	21.50%	*	*	21.40%	21.90%
New hires - Asian/Pacific Islander (%)	7.20%	7.50%	8.80%	*	*	8.70%	7.70%
New hires - Native American (%)	0.40%	0.40%	0.50%	*	*	0.40%	0.30%
New hires - Unspecified (%)	7.90%	12.90%	5.70%	*	*	2.70%	5.00%
New hires - Male (%)	53.70%	59.30%	53.00%	*	*	51.30%	51.40%
New hires - Female (%)	46.30%	40.70%	47.00%	*	*	48.70%	48.60%
Exams administered on schedule (%)	100%	100%	100%	100%	100%	100%	100%
Median time from exam administration to exam results completion (days)	195	314	246	290	290	417	91
Average rating for professional development training sessions (%)	88%	90%	90%	88%	88%	89%	93%
City employees/participants attending training sessions	25,989	40,586	44,080	30,000	30,000	8,493	19,364
City employees participating in diversity, inclusion and equal employment opportunity training	10,226	33,322	24,363	20,000	20,000	NA	NA
Average cost of training per employee (\$)	\$163	\$112	\$113	*	*	NA	NA

**G6: Citywide Purchasing PMMR Indicators**

Citywide Purchasing Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Revenue generated from the sale of surplus goods (\$000)	\$10,406	\$11,026	\$9,216	\$8,893	\$8,893	\$2,932	\$4,009
Average number of bidders per bid	3.3	3	3.2	3.4	3.4	3.4	3
Mayoral agency spending on goods against DCAS master contracts (%)	84%	87%	87%	*	*	89%	80%
Mayoral agency spending on services against DCAS master contracts (%)	9%	15%	15%	*	*	20%	15%
Value of goods and services purchased (\$000,000)	\$1,169	\$1,353	\$1,504	*	*	\$635	\$564
– Value of Central Storehouse requisitions (\$000)	\$23,370	\$22,600	\$22,410	*	*	\$8,440	\$8,750