

# THE COUNCIL OF THE CITY OF NEW YORK

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Speaker of the Council

Hon. Ydanis Rodriguez  
Chair, Committee on Transportation

Hon. Vanessa Gibson  
Chair, Subcommittee on Capital



Report of the Finance Division on the  
Fiscal 2021 Preliminary Plan and the  
Fiscal 2020 Preliminary Mayor's Management Report for the

## Department of Transportation

March 9, 2020

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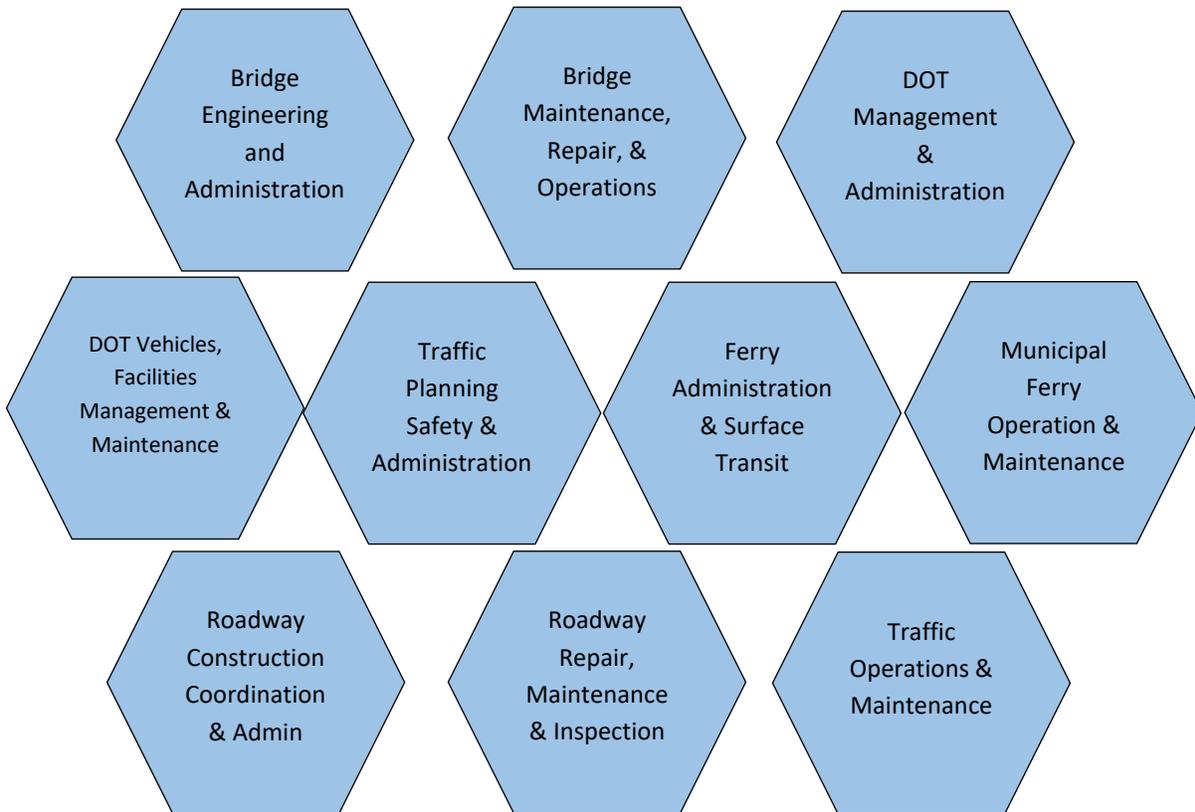
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## Department of Transportation Services Overview

The Department of Transportation’s (DOT) mission is to provide for the safe, efficient, and environmentally responsible movement of people and goods in the City of New York and to maintain and enhance the transportation infrastructure crucial to the economic vitality and quality of life of City residents.

### Program Areas



#### DOT’s activities include:

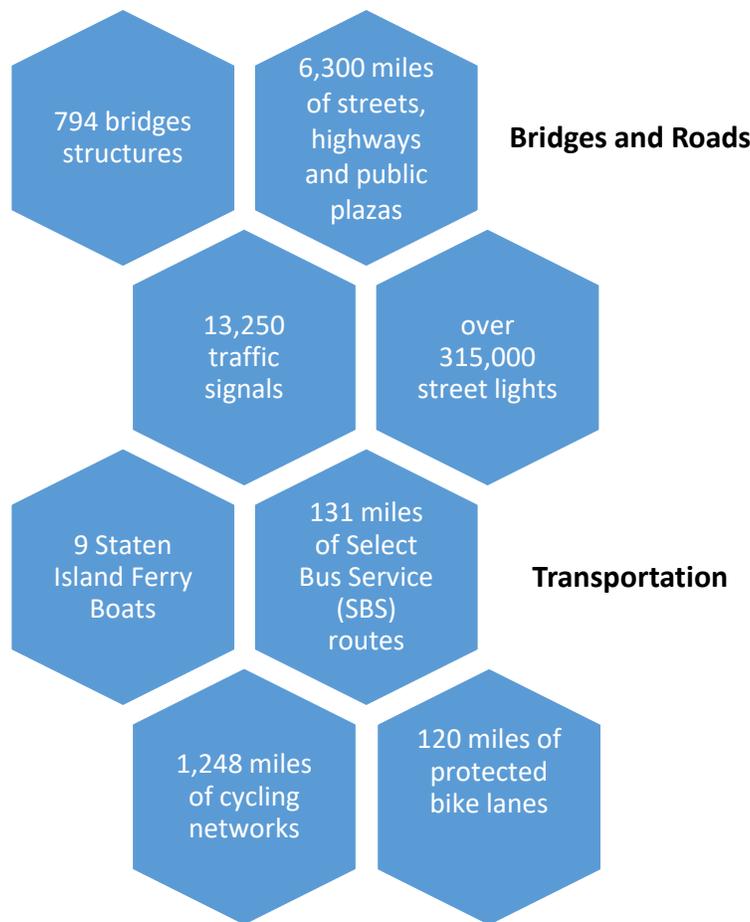
- Managing the City's bridge inventory to achieve a high state of good repair;
- Providing efficient passenger transportation via the Staten Island Ferry;
- Improving safety for pedestrians, motorists, bus and bike riders; and
- Maximizing efficient use of street/sidewalk space, among others.

## Agency Description

The Department of Transportation (DOT or the Department) is responsible for the condition and operation of 6,300 miles of streets, highways and public plazas, 793 bridge structures, and the nine boats for the Staten Island Ferry program. DOT operates 13,100 traffic signals and over 315,000 street lights, and maintains over 200 million linear feet of markings on City streets and highways. DOT manages the City’s Bus Rapid Transit program, Select Bus Service (SBS), in partnership with the MTA, oversees the City’s bike share system and maintains over 1,248 miles of the cycling network, including over 120 miles of on-street protected bike lanes. DOT also manages the Joint Traffic Management Center; pedestrian ramp and sidewalk repair; and oversees the on-street parking meter system. There are no tolls on bridges operated by DOT.

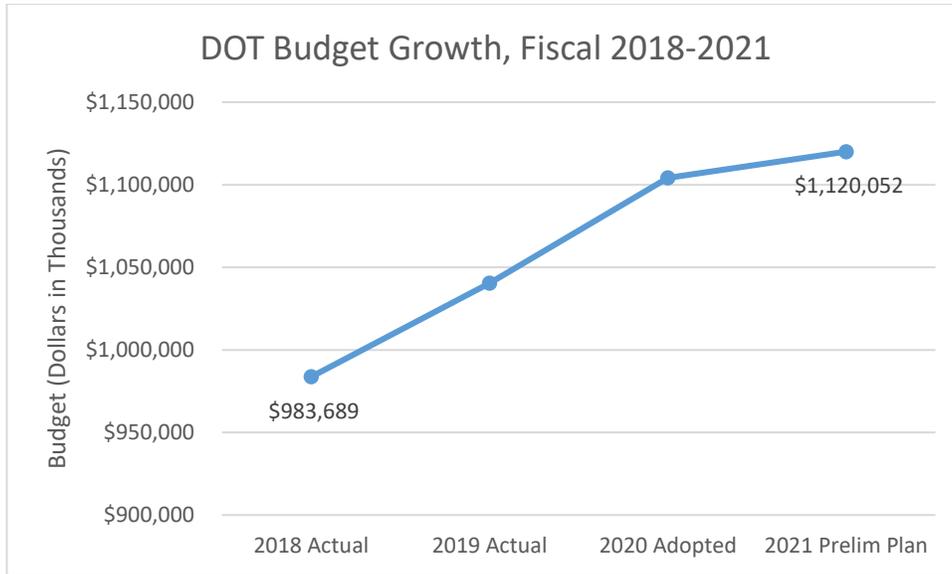
In addition, DOT’s infrastructure programs include an extensive bridge capital investment and life-cycle maintenance program; roadway resurfacing, and pothole repair; ferry boat and terminal upgrades and maintenance; and a capital program that performs street and sidewalk reconstruction and additional projects such as greenway construction. DOT’s alternative fuel program promotes the use of cleaner vehicles in both the public and private sectors.

## Snapshot of Agency Portfolio

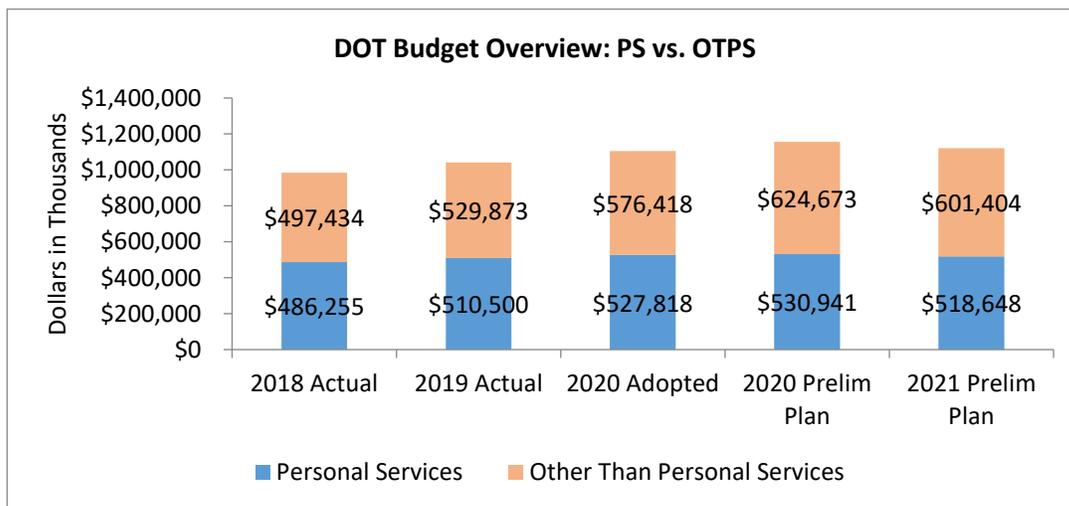


### Fiscal 2019 Preliminary Budget Highlights

The Department of Transportation’s Fiscal 2021 Preliminary Budget totals \$1.1 billion, a decrease of \$9.2 million or two percent from the Fiscal 2020 Adopted Budget. Since Fiscal 2018, DOT’s budget has grown by \$136 million (fourteen percent) and now accounts for approximately one percent of the City’s total budget of \$95.3 billion.



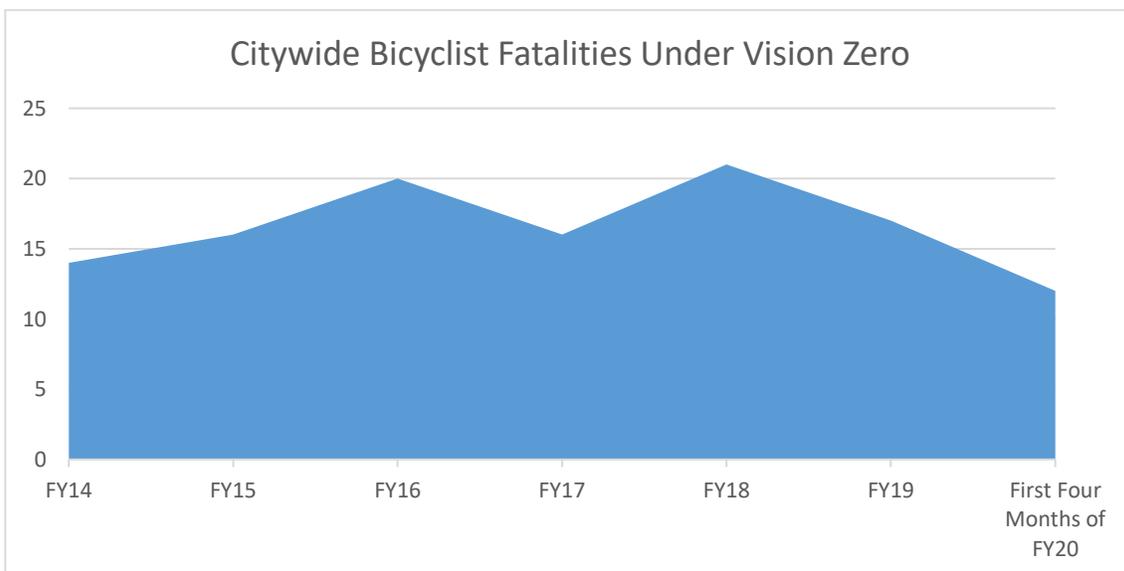
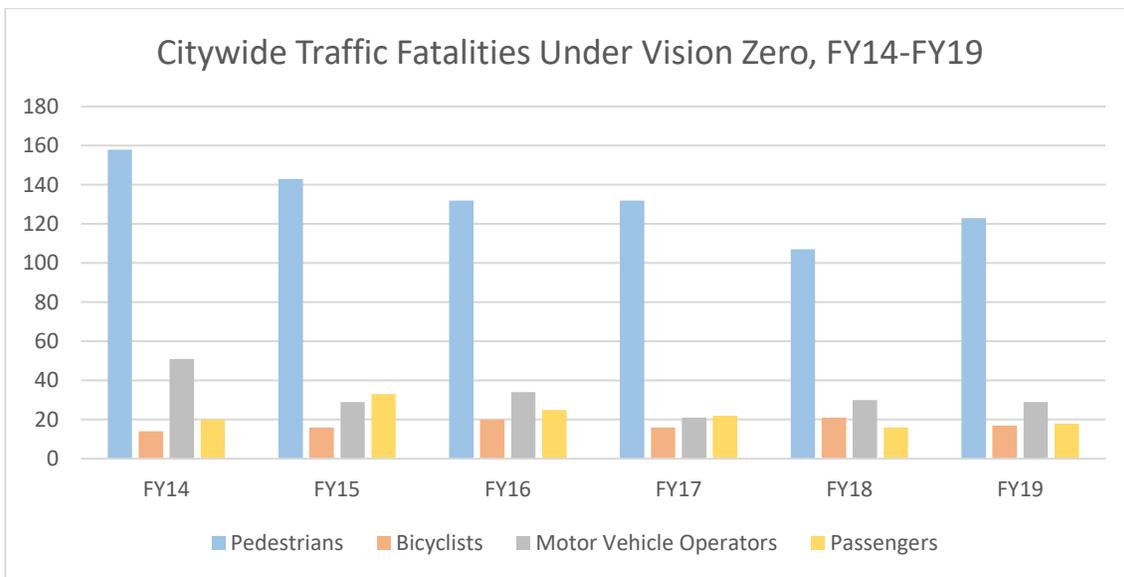
DOT’s Fiscal 2021 Preliminary Budget includes \$518.6 million for Personal Services (PS), to support 5,529 full-time and 314 full-time equivalent positions and \$601.4 million for Other Than Personal Services (OTPS).



## Highlights of DOT's Fiscal 2021 Preliminary Budget

- **New Needs**
  - **Backup Cameras and Rain Gear.** In October, 2019, a DOT worker was killed after he was run over by an Agency vehicle. In response, the Fiscal 2021 Preliminary Plan includes a new need of \$422,000 for the installation of safety cameras on DOT vehicles and for reflective rain gear for employees.
  - **Master Plan Studies and Outreach.** The Preliminary Plan includes a new need of \$1.8 million in Fiscal 2020 as part of the Transportation Master Plan studies and outreach as required by local law 1557-A passed by the Council in October 2019.
- **Citywide Savings Program.** In conjunction with the Fiscal 2021 Preliminary Plan, the Office of Management and Budget released a Citywide Savings Program that lays out plans to reduce City spending by \$714 million in Fiscal 2020 and Fiscal 2021. The Department of Transportation has proposed savings totaling \$5.7 million in Fiscal 2020 and \$2.7 million in Fiscal 2021 as part of the Citywide Savings Plan. Highlights of DOT's savings program in Fiscal 2020 and 2021 include the following.
  - **Federal Funding for the Traffic Management Center.** Due to additional federal funding to support the Traffic Management Center operations, DOT anticipates City tax-levy savings of \$3.7 million in Fiscal 2020 and \$745,000 in Fiscal 2021.
  - **Markings Contract Capacity Reduction.** DOT anticipates savings of \$810,000 in Fiscal 2020 and \$850,000 in Fiscal 2021 due to underspending in the roadway markings budget.
- **Miscellaneous Revenue.** The Preliminary Plan projects that the Department of Transportation will generate Miscellaneous Revenue totaling \$443.7 million in Fiscal 2021, including \$254.5 million from parking meters.
- **Preliminary Mayor's Management Report (PMMR) Highlights.** Notable performance metrics reported by the Department of Transportation in the 2019 PMMR include the following.
  - In the first four months of Fiscal 2020 DOT resurfaced 610 lane miles, a 13 percent decrease from the same period last year, but still on track to achieve the agency's goal to repave 1,100 lane miles annually.
  - In the first four months of Fiscal 2020 DOT repaired 51,162 potholes (arterials and local streets), eight percent greater than in the same period last year, with repairs on arterials decreasing and repairs on local streets increasing. Last year, the average time to close a pothole work order where repair was done more than doubled, from 1.8 days to 4 days compared to the same period of Fiscal 2018. However, this year, DOT was able to reduce the amount of time it takes to repair a pothole to 2.5 days.
  - In the first four months of Fiscal 2020, DOT installed 44.3 bike lane miles, an increase of nearly nine lane miles over the same period in Fiscal 2019. Although, the Agency is on schedule to install 50 bike lane miles by the end of June 2020, the indicator fails to show how many of the new bike lanes installed are protected bike lanes. It would be meaningful to include such an indicator, including the average cost per lane mile installed in future reports.

- In the first four months of Fiscal 2020, citywide traffic fatalities increased 5.5 percent from 73 to 77. Traffic fatalities among motorists and passengers decreased to 29 from 35 and fatalities among bicyclists and pedestrians increased from 38 to 48. Alarming, included in the Vision Zero PMMR but not in the DOT report, citywide traffic fatalities for bicyclists increased 300 percent in the first four months of Fiscal 2020, when compared to the same period last year from 3 to 12. Overall, it's unclear at the present pace if the City will achieve its goal of zero traffic related fatalities by 2024. However, between Fiscal 2014 and Fiscal 2019 fatalities amongst motor vehicle operators has decreased by 43 percent and pedestrian fatalities has decreased by 22 percent, an indication that the City's investment in Vision Zero programs has had positive effects on these groups. Between, Fiscal 2014 and Fiscal 2029, \$3 billion in citywide capital funds will be dedicated to Vision Zero. It would be useful to include bicyclists fatalities in DOT's MMR, moving forward.



## Financial Plan Summary

In general, agency program areas can provide insight into which programs are priorities and how the budget impacts programs' outcomes. DOT's functions can be broken down into 10 program areas or functions as illustrated below. These program areas are funded with a combination of City funds and other resources. Of the Department's 10 program areas, funding for Traffic Operations and Maintenance and Roadway Repair, Maintenance and Inspection will constitute 63 percent of the agency's total funding of \$1.1 billion in Fiscal 2021.

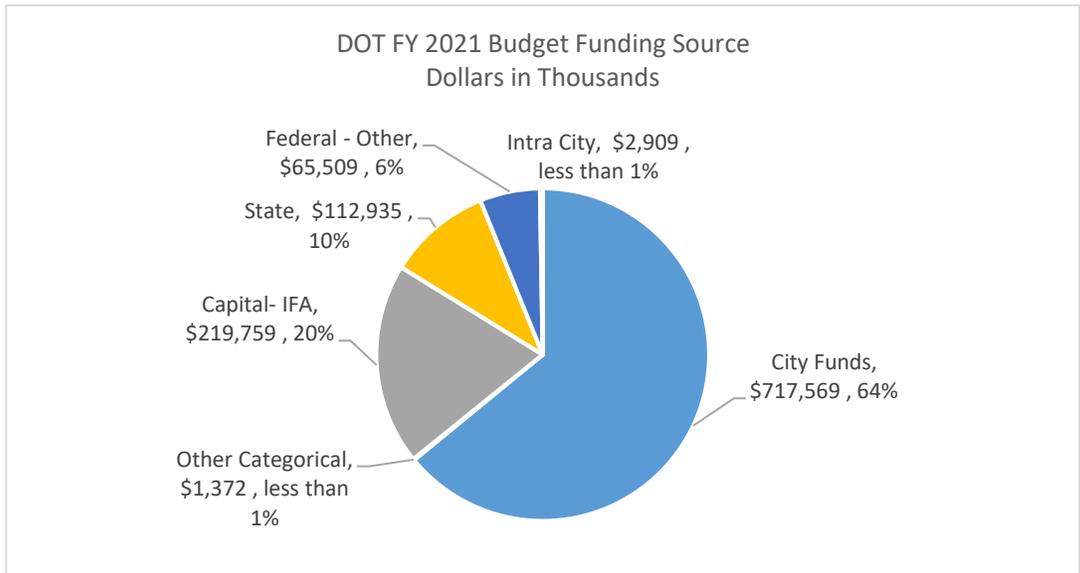
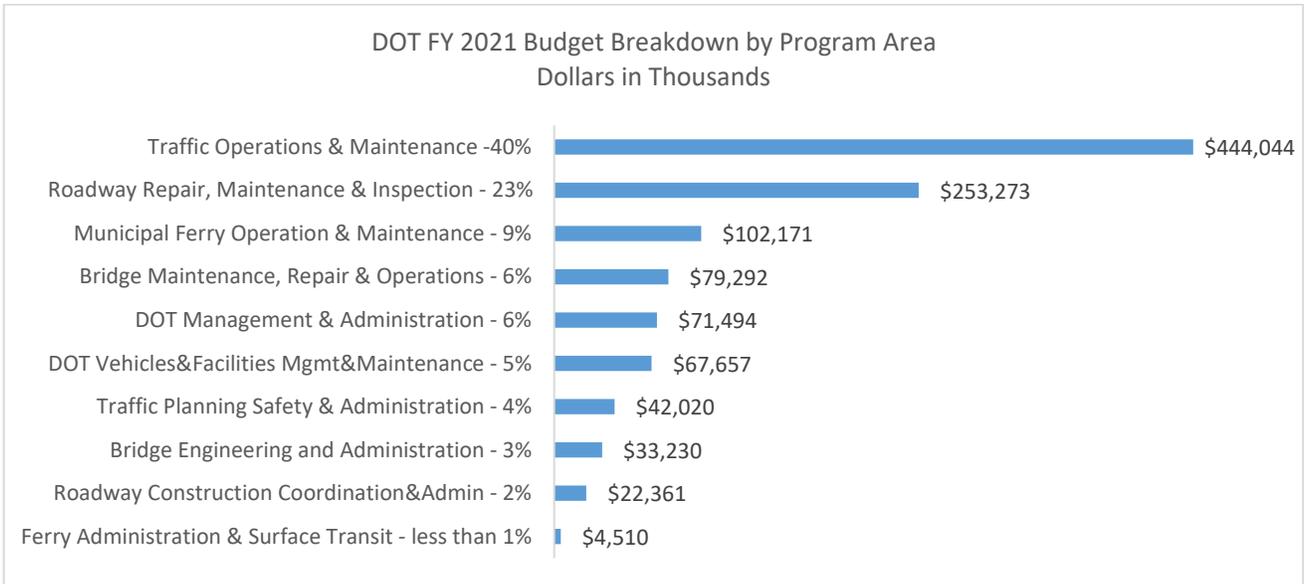
The largest increase in the program areas is in the Traffic Operations & Maintenance, which is \$52.2 million, or thirteen percent greater, than the Fiscal 2020 Adopted Budget. Other program area increases include Traffic Planning Safety & Administration, which increased by \$5 million, or 13 percent, DOT Vehicles & Facilities Management & Maintenance, which increased by \$4.1 million, or seven percent, Municipal Ferry Operation & Maintenance, which increased by \$1.2 million, or one percent, Roadway Construction Coordination & Administration, which increased by \$854,000, or four percent, and Ferry Administration & Surface Transit, which increased by \$265,000 or six percent. The largest decrease in the program areas is in Roadway Repair, Maintenance & Inspection, which is \$44.7 million or 15 percent less than the Fiscal 2020 Adopted Budget. Other significant decreases include a reduction of \$1.5 million, or two percent, in DOT Management & Administration, a reduction of \$1.4 million, or two percent, in Bridge Maintenance, Repair, & Operations, and a reduction of \$207,000, or one percent, in Bridge Engineering and Administration program areas.

The Fiscal 2020 Preliminary Budget includes \$717.6 million in City tax-levy funds, an increase of \$52.9 million from the Fiscal 2020 Adopted Budget. Since the City's fiscal year and the State and federal fiscal years do not coincide, the Department reports only baseline funding and grants that it anticipates from the other two branches of government at the beginning of each year and makes adjustments as additional grant funding becomes available. As such, program areas that are in-part funded with non-City sources might align with amounts reflected in the Fiscal 2020 Adopted Budget once the agency can confirm these allocations. For the current fiscal year (Fiscal 2020), to date over \$38.8 million in State and federal funding has been realized post Adoption.

The Department's Fiscal 2021 full-time headcount is projected to be 5,229, an increase of 89 positions when compared to the Fiscal 2020 Adopted Budget. However, when the Fiscal 2021 full-time equivalent (FTE) positions are taken into account, the overall headcount for Fiscal 2021 is 5,843 representing an increase of six positions when compared to the Fiscal 2020 Adopted Budget.

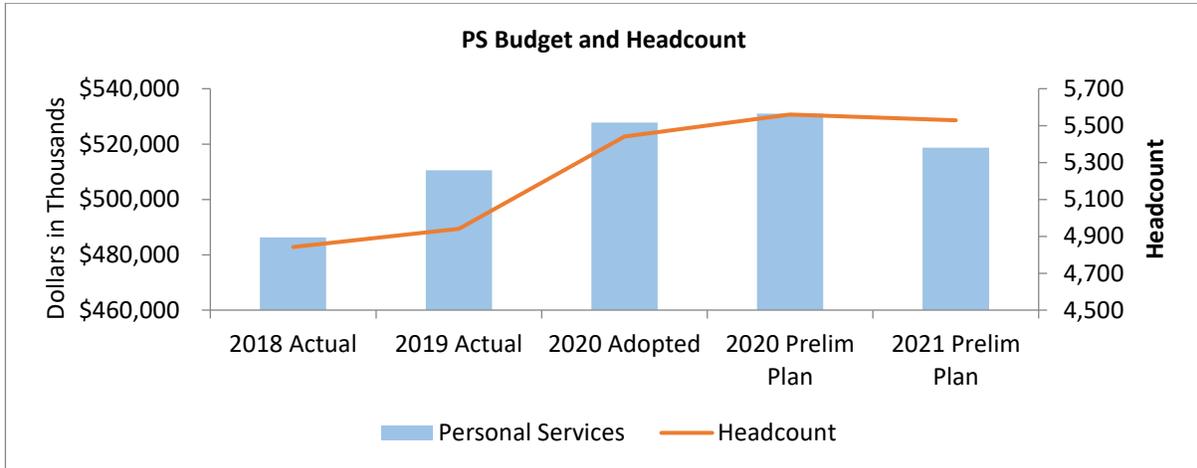
<b>Department of Transportation Financial Summary</b>						
<i>Dollars in Thousands</i>						
	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>2020</b>	<b>2021</b>	<b>2020- 2021</b>
<b>Spending</b>						
Personal Services	\$486,255	\$510,500	\$527,818	\$530,941	\$518,648	(\$9,170)
Other Than Personal Services	497,434	529,873	576,418	624,673	601,404	24,985
<b>TOTAL</b>	<b>\$983,689</b>	<b>\$1,040,373</b>	<b>\$1,104,236</b>	<b>\$1,155,614</b>	<b>\$1,120,052</b>	<b>\$15,815</b>
<b>Budget by Program Area</b>						
Bridge Engineering and Administration	\$27,712	\$28,281	\$33,437	\$33,221	\$33,230	(\$207)
Bridge Maintenance, Repair & Operations	68,146	72,446	80,707	82,342	79,292	(1,415)
DOT Management & Administration	68,707	75,060	72,980	75,540	71,494	(1,486)
DOT Vehicles&Facilities Mgmt&Maintenance	60,997	63,435	63,524	69,028	67,657	4,132
Ferry Administration & Surface Transit	3,313	3,525	4,245	4,923	4,510	265
Municipal Ferry Operation & Maintenance	98,739	103,908	100,941	103,087	102,171	1,230
Roadway Construction Coordination&Admin	15,872	18,690	21,507	23,327	22,361	854
Roadway Repair, Maintenance & Inspection	275,828	292,671	297,982	289,837	253,273	(44,709)
Traffic Operations & Maintenance	318,826	329,319	391,876	418,346	444,044	52,168
Traffic Planning Safety & Administration	45,548	53,037	37,036	55,962	42,020	4,984
<b>TOTAL</b>	<b>\$983,689</b>	<b>\$1,040,373</b>	<b>\$1,104,236</b>	<b>\$1,155,614</b>	<b>\$1,120,052</b>	<b>\$15,815</b>
<b>Funding</b>						
City Funds			\$664,623	\$684,187	\$717,569	\$52,945
Other Categorical			1,600	5,499	1,372	(228)
Capital- IFA			264,703	252,254	219,759	(44,944)
State			104,645	117,528	112,935	8,291
Federal - Other			65,763	91,735	65,509	(255)
Intra City			2,902	4,410	2,909	6
<b>TOTAL</b>	<b>\$983,689</b>	<b>\$1,040,373</b>	<b>\$1,104,236</b>	<b>\$1,155,614</b>	<b>\$1,120,052</b>	<b>\$15,815</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Civilian	4,842	4,941	5,440	5,560	5,529	89
Full-Time Equivalent Positions - Civilian	707	763	397	314	314	(83)
<b>TOTAL</b>	<b>5,549</b>	<b>3</b>	<b>5,837</b>	<b>5,874</b>	<b>5,843</b>	<b>6</b>

*\*The difference of Fiscal 2020 Adopted Budget compared to Fiscal 2021 Preliminary Budget*

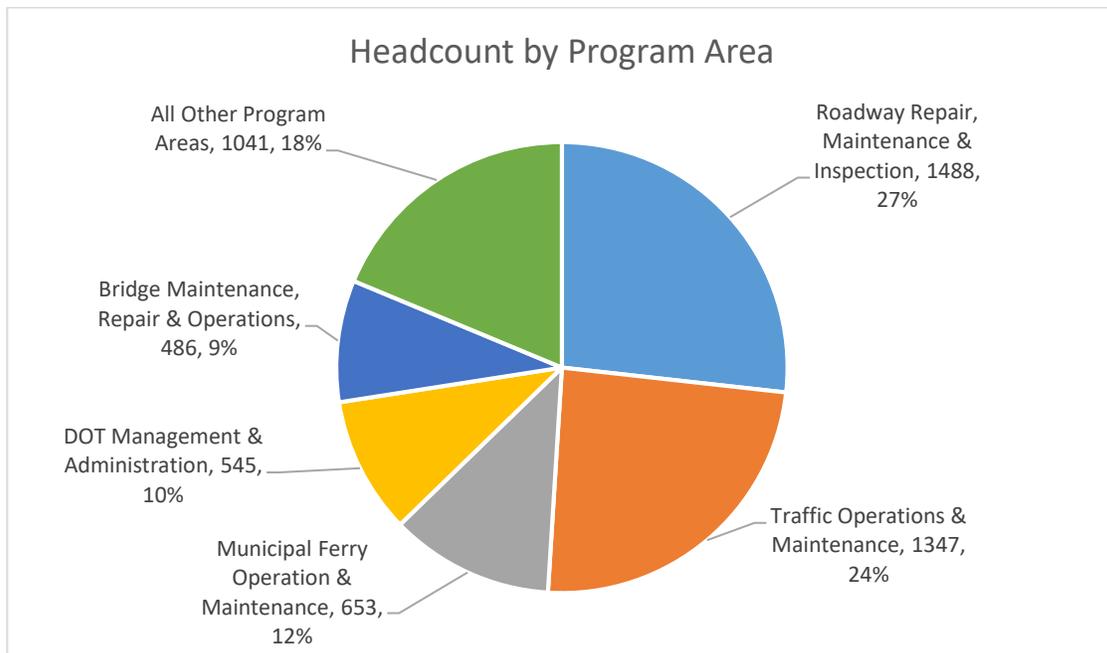


City funding for the Department of Transportation is \$717.6 million in Fiscal 2021, an increase of \$52.9 million, or eight percent from the Fiscal 2020 Adopted Plan of \$684.2 million. Federal funding for the DOT decreased \$255,000 (less than one percent) to \$65.5 million from the Fiscal 2020 Adopted Plan amount of \$65.7 million, State funding increased \$8.3 million (7.9 percent) to \$112.9 million from \$104.6 million in the Fiscal 2020 Adopted Plan, and Intra-City funds increased \$6,000 (less than one percent) to \$2.9 million. Capital IFA funding decreased \$44.9 million (17 percent) to \$219.8 million from \$264.7 million in the Fiscal 2020 Adopted Plan and Other Categorical funding decreased \$228,000 (14.3 percent) from the Fiscal 2020 Adopted Plan.

## Headcount



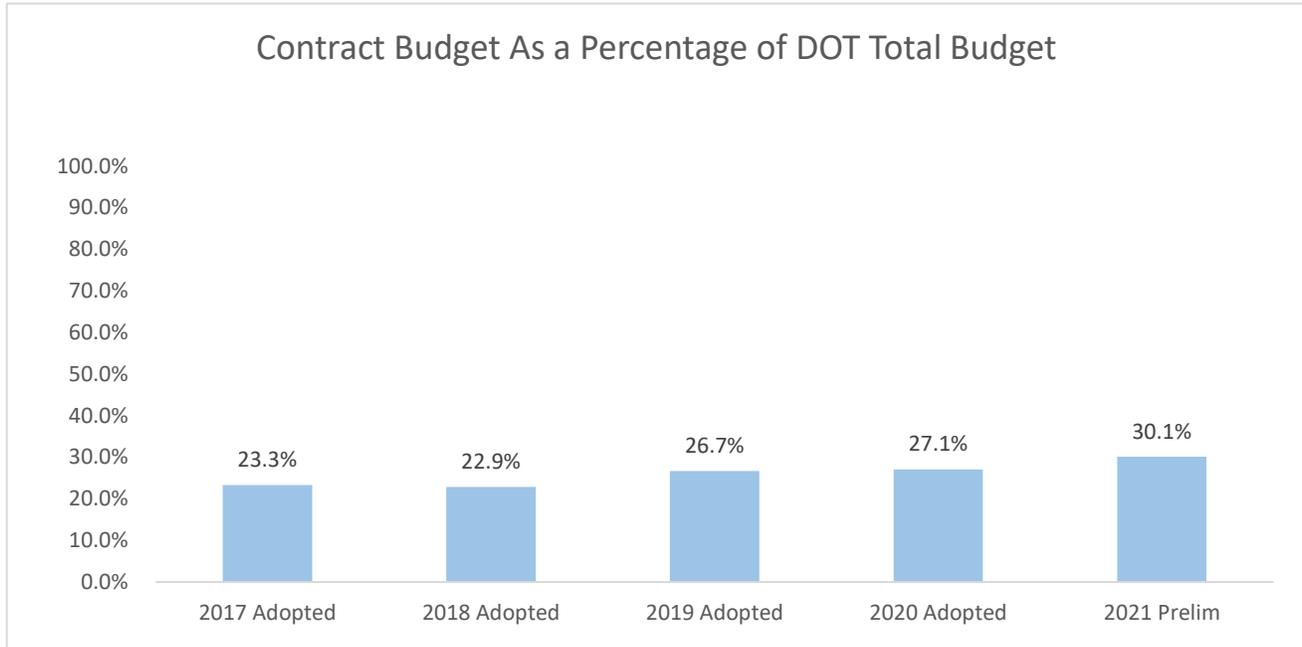
The Department’s Fiscal 2021 Preliminary Budget provides for 5,529 budgeted headcount positions across 10 program areas, an increase of one percent from the Fiscal 2020 Adopted Budget. As of December 2019, the Department was operating with an eight percent staff vacancy rate. As indicated in the chart below, the Roadway Repair, Maintenance and Inspection program area is the largest by headcount, with 1,488 budgeted positions, followed by Traffic Operations and Maintenance, with 1,347 budgeted positions. Together, these two program areas comprise 52 percent of the Department’s entire staff. PS costs across all 10 program areas are in line with their respective headcount numbers.



## Contract Budget

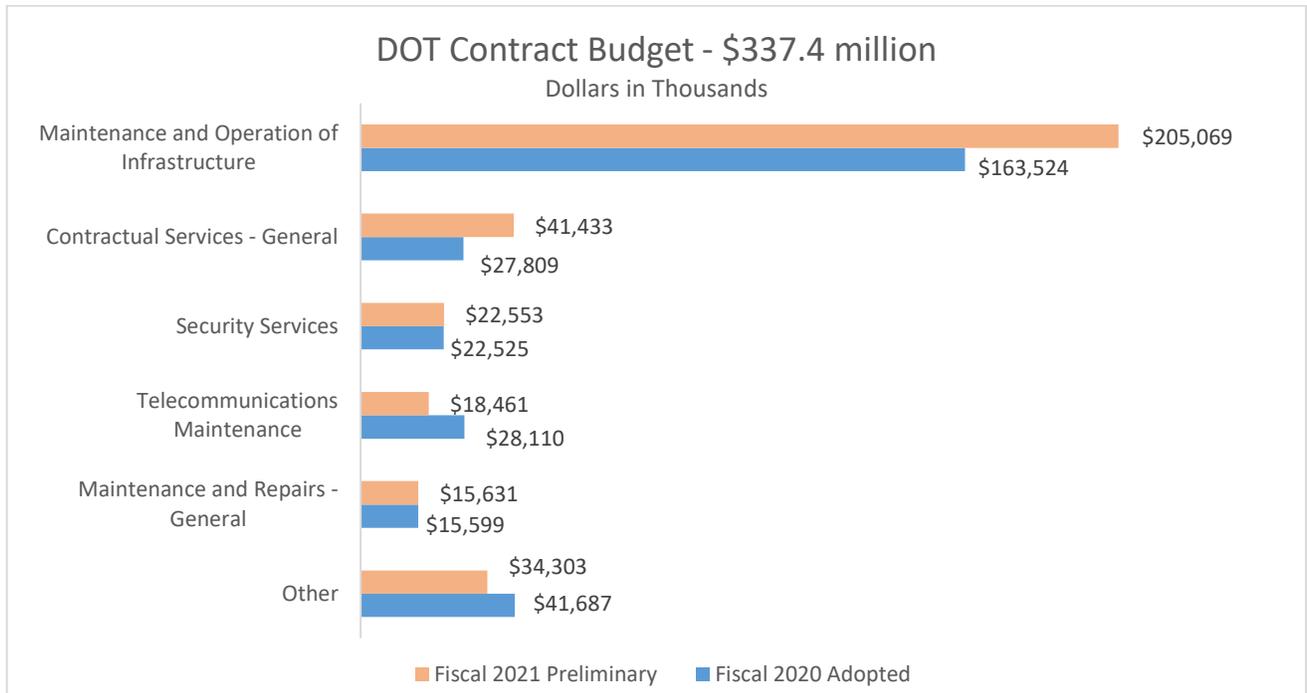
The New York City Charter mandates the preparation of a Contract Budget to identify expenditures for contractual services, which are defined as any technical, consultant or personnel service provided to the City by means of a contract. The Contract Budget is actually a subset of the OTPS portion of the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

Fiscal 2021 Preliminary Contract Budget totals approximately \$17 billion for procurement expenditures across all agencies, a decrease of more than \$300 million when compared to the Fiscal 2020 Adopted Budget of \$17.3 billion.

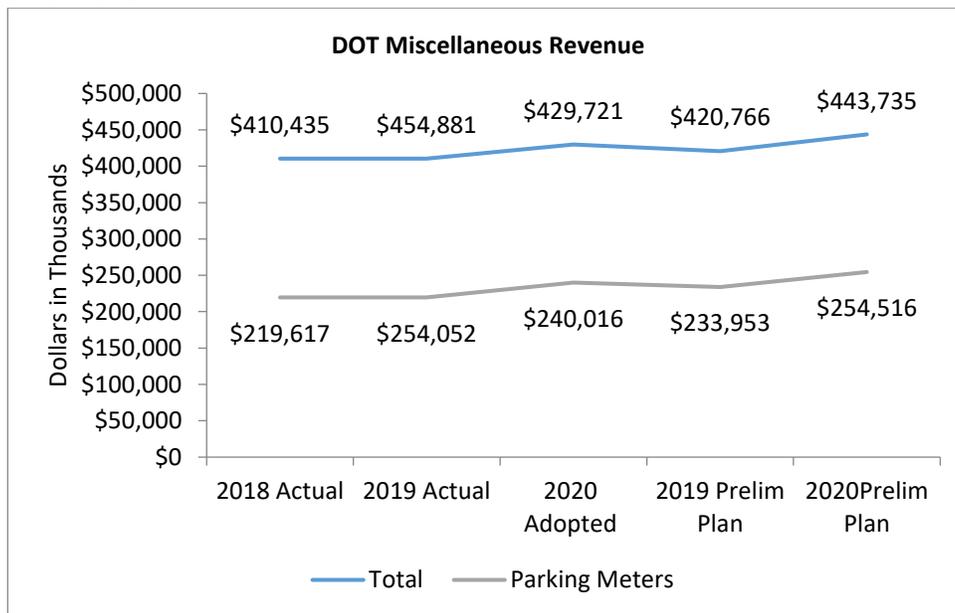


The Department’s Fiscal 2021 Contract Budget totals \$337.4 million for 581 contracts, accounting for 30.1 percent of the Department’s total budget. Overall, there were no new contracts added in Fiscal 2021 when compared to Fiscal 2020. However, the total contract value in the Preliminary Plan increased by \$38.2 million or 13 percent. The increase in contracts costs can be largely attributed to increases in the cost of Maintenance and Operations Infrastructure and General Contractual Services contracts of \$41.5 million and \$13.6 million, respectively. These increases were slightly offset by a reduction of \$9.6 million in the cost for Telecommunications Maintenance contracts in Fiscal 2020.

As shown in the chart below, Maintenance and Operation of Infrastructure comprises the majority of the Department’s total contract budget at, 61 percent, \$205.1 million.



## Miscellaneous Revenue



The Department of Transportation plans to collect approximately \$443.7 million from various miscellaneous revenue sources in Fiscal 2021, a net increase of \$14 million when compared to the Fiscal 2020 Adopted Budget. The net increase in revenue is largely driven by a six percent or \$14.5 million increase in revenue generated from parking meters, and by a three percent, \$1.7 million increase in revenue generated from bus stop franchises. These increases were offset by an 11 percent decrease in revenue generated from street opening permits, totaling \$3.7 million.

DOT collects revenue from sidewalk interruption and street opening permits, parking meters, revocable consents, and franchise fees from bus stop shelters, among other sources. Under the revocable consents program, DOT grants applicants permission to use space on, over or under the

City streets and sidewalks for a fee. The majority of DOT miscellaneous revenue is generated through parking meters, which is projected to generate 57 percent of its total miscellaneous revenue in Fiscal 2021.

## Budget Issues

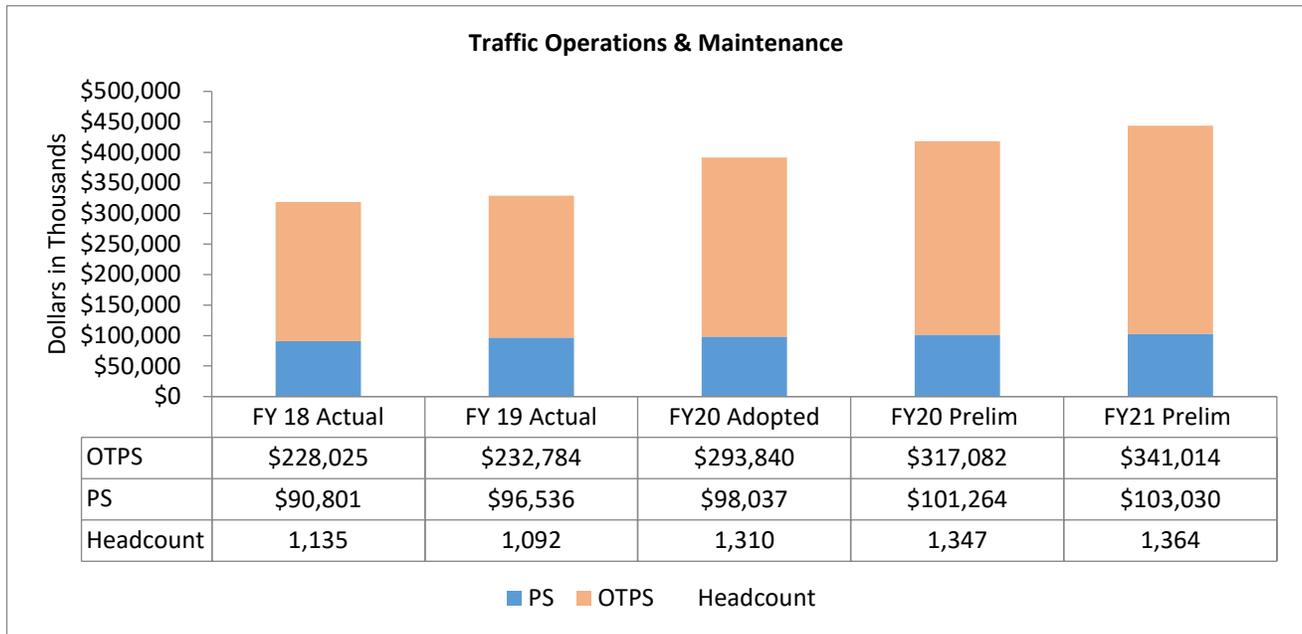
### Federal Funding History

The Fiscal 2020 Preliminary Plan includes \$65.5 million in federal funds for the DOT, which comprises approximately eight percent of the Agency's total expense budget. However, the amount of federal funding reflected in DOT's budget is expected to increase, this is because the City's fiscal year and the federal fiscal year do not coincide. Therefore, it is not clear exactly how much federal funding DOT will receive until after the City's fiscal year begins. DOT reports only baseline funding and grants that it anticipates from the federal government at the beginning of each year and makes adjustments as additional federal funds are received. Since the Budget Adoption last June, DOT has recognized nearly \$26 million in federal funds - representing nearly 2.2 percent of its current Fiscal 2020 budget. Accordingly, program areas that are funded, in part, with non-City funds might initially show a decrease in Fiscal 2021, but then eventually align with the Fiscal 2020 Adopted Budget once the agency confirms these federal allocations. In future financial plans, Council Finance expects the Administration to recognize more federal funds for Fiscal 2021, however given the current atmosphere in Washington, the exact amount and timing remains unknown.

## Program Areas

### Traffic Operations and Maintenance

The Division of Traffic Operations is responsible for the safe and efficient movement of people and goods on the City's streets and for the development, installation, and maintenance of the City's traffic signals, street lights, traffic signs and roadway markings. The Division manages the municipal parking facilities and parking muni meters, as well as the Department's Traffic Management Center (TMC). The Department's Bureau of Traffic Operations maintains and collects revenue from more than 85,000 metered spaces and operates 38 municipal parking facilities. The TMC monitors real-time traffic conditions, controls thousands of computerized traffic signals, and operates variable message signs on the City's major arteries. The Division also manages the Bus Lane, Speed, and Red Light Camera programs, which are designed to promote safe, responsible driving by photographing and fining vehicles that violate either dedicated bus lanes, speed in school zones, or run red lights. Currently, the DOT has authorization to install cameras at 150 locations citywide for the Red Light Camera program and has authorization for 750 school zone sites. The 2020 Adopted Budget for this program area totals \$391.9 million and provides for 1,310 positions. However, this amount may change if federal and state grants that would expire at the end of Fiscal 2020 are not renewed in Fiscal 2021.



DOT’s Fiscal 2021 Preliminary Budget includes \$444 million for traffic operations and maintenance, \$52 million greater than the Fiscal 2020 Adopted Budget of \$391.9 million. Traffic Operations and Maintenance is the Department’s largest program area, accounting for nearly 40 percent of the Department’s entire budget.

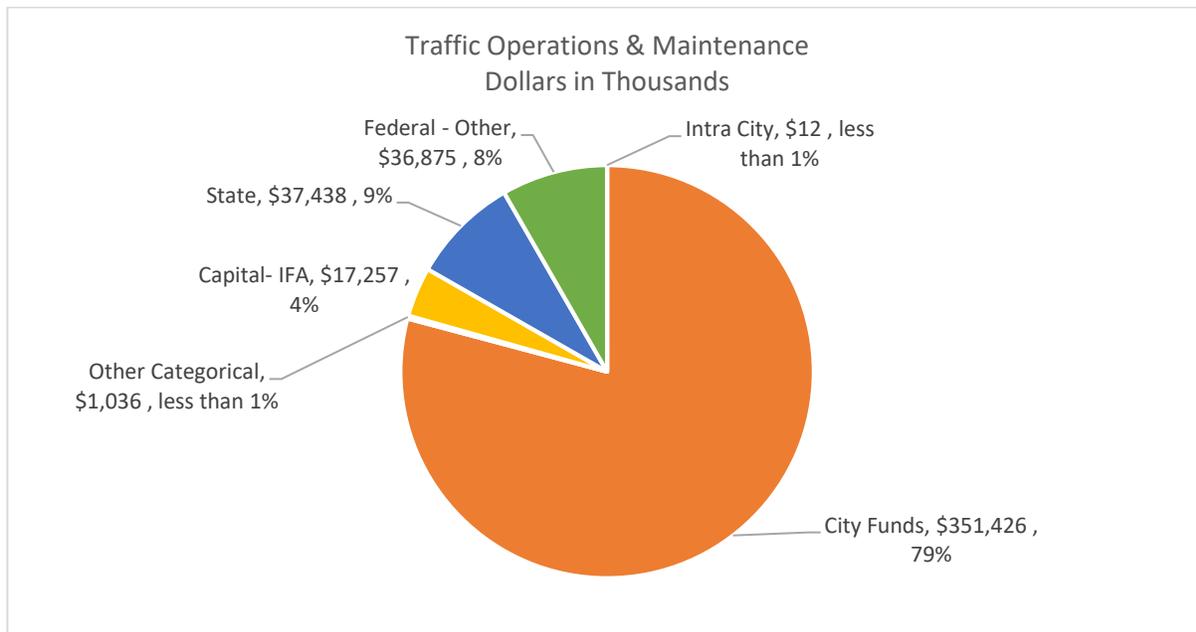
The Division of Traffic Operations’ Fiscal 2021 Preliminary Budget includes funding for 1,364 positions, an increase of 54 positions when compared to the Fiscal 2020 Adopted Budget. Since additional State and federal grants are likely to be recognized post Adoption, it is possible that additional positions will be added for this program area.

Since the Fiscal 2020 Budget was adopted last June, specific actions affecting the Traffic Operations and Maintenance program area include the following.

- **Better Bus Action Plan.** Early last year, the Administration committed to increasing citywide bus speeds by 25 percent. The November 2019 Plan included a new need of \$3 million in Fiscal 2020 and \$3.1 million in Fiscal 2021 and in the outyears for the Better Bus Action Plan, which will fund initiatives, including additional bus lane markers, barriers, signage, and two additional headcount positions, to help achieve the initiative’s goal.
- **Green Wave – Bike Safety Plan.** To address the increase in cyclist deaths, in 2019 the City launched a \$58.4 million plan “Green Wave – Bike Safety Plan” to enhance street safety. The November 2019 Plan includes \$5.6 million in Fiscal 2020, \$11.9 million in Fiscal 2021, \$12.8 million in Fiscal 2022, and \$13.5 million in Fiscal 2023 to support this program. The Bike Safety Plan includes the installation of 30 miles of protected bicycle lanes annually, intersection redesign, and progressive signal-timing. Funding includes new headcount positions totaling 48 in Fiscal 2020, 55 in Fiscal 2021, 58 in Fiscal 2022, and 59 in Fiscal 2023.
- **Speed Camera Program Expansion.** In March 2019, the State approved the renewal and expansion of the speed camera program which has been operating in the City since 2014. Under the expanded authorization, the City may install cameras in up to 750 school zone sites. DOT plans to install 720 cameras by 2021, funded through \$81 million in capital funding. As part of the expansion, the November 2019 Plan includes expense funding of \$6.7 million in

Fiscal 2020, \$36.1 million in Fiscal 2021 and \$40.9 million in Fiscal 2022 and in the outyears for maintenance of the cameras and staff review of the program data.

- Bicycle Network Development.** The Preliminary Plan includes \$5.2 million in federal funding in Fiscal 2020 only, as part of a Congestion Mitigation and Air Quality Improvement (CMAQ) grant, to increase bicycle parking, improve bicycle access, and conduct community outreach citywide.
- Congestion Pricing New Need.** The Preliminary Plan includes \$3.9 million in Other Categorical Funding in Fiscal 2020 only to study and perform data collection on congestion pricing, necessary prior to the program’s initiation in 2021.
- Connected Vehicles Phase 2 & 3.** The Preliminary Plan includes \$4 million in Federal Highway Act grant funding in Fiscal 2020 only. The funding will allow DOT to test the feasibility of enabling communication via phones to vehicles on City streets as a way to improve driver notifications.
- Lighting Maintenance – CHIPS.** The Preliminary Plan includes State funding of \$10.5 million in Fiscal 2020 and \$10.2 million in Fiscal 2021 and in the outyears for costs associated with City street lights. The use of this funding will result in City tax-levy (CTL) savings of the same amount for each of the fiscal years.
- School Safety – CHIPS.** The November 2019 Plan included State funding of \$1.8 million in Fiscal 2020 for School Safety – CHIPS. Funding will be used to improve traffic safety around City schools, including signage outlining speed regulations and limits.



## PMMR Performance Measures

The indicators below measures efficiencies and effectiveness of the Traffic Operations & Maintenance Program Area.

### Traffic Operations & Maintenance

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Average time to respond to high priority traffic signal defect and make safe (hours: minutes)	1:47	1:57	1:36	2:00	2:00	1:24	1:33
★ Average time to repair priority regulatory signs after notification (business days)	1.7	1.8	1.7	3	3	1.8	1.5
Average time to repair street lights - by DOT (calendar days)	3	2.7	2.7	*	*	2.6	2.8
Average time to repair street lights - by ConEd (calendar days)	14.3	13.7	14	*	*	13.4	14.5
★ Overall traffic crashes	228,283	227,766	223,471	down	down	NA	NA
★ Citywide traffic fatalities	211	209	218	down	down	73	77
- Bicyclists/pedestrians	148	128	137	*	*	38	48
- Motorists/passengers	63	81	81	*	*	35	29
Collisions involving DOT vehicles	497	480	422	*	*	135	184
★ Speed humps installed	365	409	318	250	250	155	94
★ Pavement safety markings installed (000,000) (linear feet)	45	29.1	43	↑	↑	22.2	25.1
Intersections with accessible pedestrian signals installed	116	54	112	75	75	27	74
★ Critical Indicator "NA" Not Available in this report * No Target							

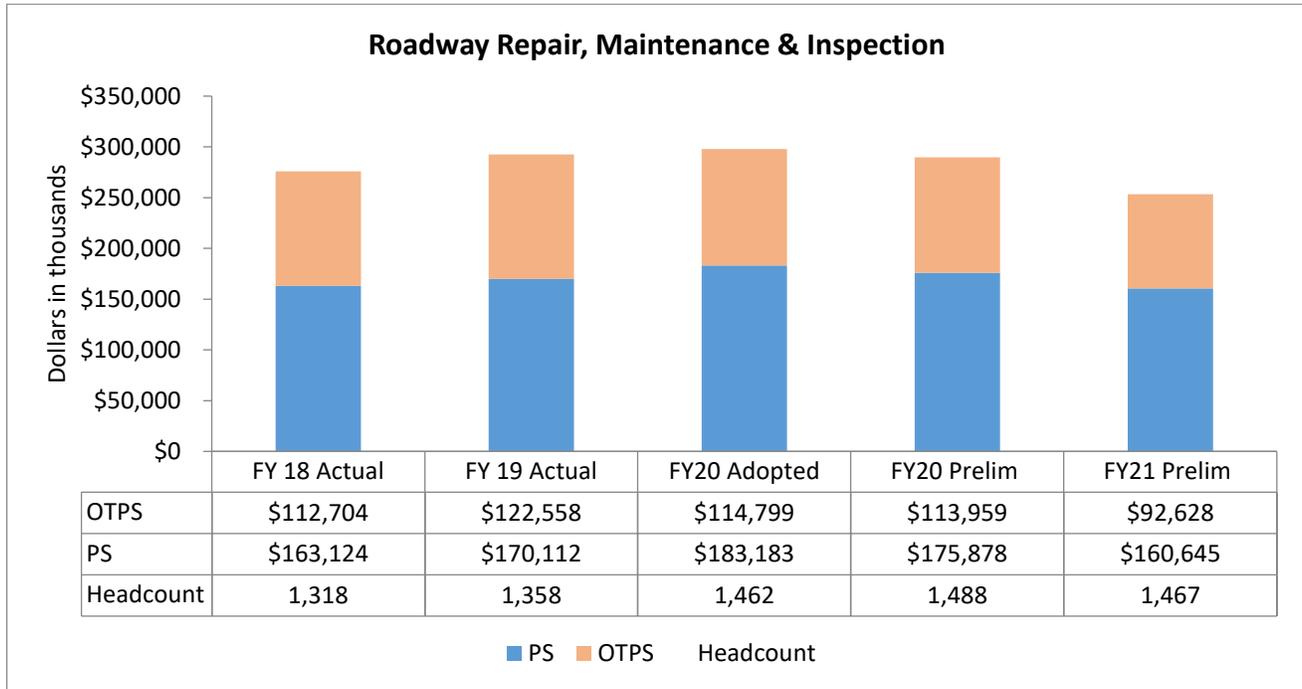
According to the Preliminary Mayor's Management Report (PMMR), in the first four months of Fiscal 2020, citywide traffic fatalities increased to 77 from 73. Traffic fatalities among motorists and passengers decreased to 29 from 35 and fatalities among bicyclists and pedestrians increased from 38 to 48. Although, not included in the DOT report, in the Vision Zero PMMR citywide traffic fatalities for bicyclists increased 300 percent in the first four months of Fiscal 2020, when compared to the same period last year. Overall, it's unclear at the present pace if the City will achieve its goal of zero fatalities by 2024. Between, Fiscal 2014 and Fiscal 2029, \$3 billion in citywide capital funding will be dedicated to Vision Zero.

In the first four months of Fiscal 2020, DOT continued to implement safety improvements by installing 94 speed humps, a 39 percent decrease from the same period last year, as well as 74 accessible pedestrian signals, a 174 percent increase from the previous year. In addition, the number of pavement safety markings installed increased to 25.1 million linear feet, from 22.2 in the same period last year. Last year, DOT saw a sharp decrease in the number of pavement safety markings installed and attributed it to several contractors failing to meet their monthly production targets as specified in the contract terms. The limited labor pool for line markings crew chiefs and stripers in the New York City area added to the program challenges. DOT evaluated contractor performance and in Spring 2018 replaced underperformers with contractors with more reliable growth potential in preparation for the Fiscal 2020 construction season.

## Roadway Repair, Maintenance and Inspection

The Department's Roadway Repair, Maintenance and Inspection program area is responsible for the maintenance and inspection of approximately 19,324 lane miles of streets and arterial highways within the five boroughs. In an effort to maintain the arterial highways within the City, and increase community participation, the Department manages the Adopt-a-Highway Program. This program enables sponsors to adopt up to 362 miles of highway and contribute funding for the cleaning and maintenance of the roadside. Additionally, the Division utilizes available State aid to perform both

road maintenance and repair activities. The Division cleans and maintains 1,175 lane miles of arterial highway and 2,525 acres of landscaped areas and shoulders annually. The Division also monitors “street cut” activity by utilities, private contractors and other agencies to ensure that repairs meet required standards. In Fiscal 2021, this program area will be staffed by approximately 1,467 full-time positions with a budget of \$253.3 million, which could increase when additional federal and State grants are received.



DOT’s Fiscal 2021 Preliminary Budget includes \$253.3 million in Fiscal 2021 for roadway repair, maintenance and inspections, \$44.7 million or 15 percent less than the amount allocated in the Fiscal 2020 Adopted Budget.

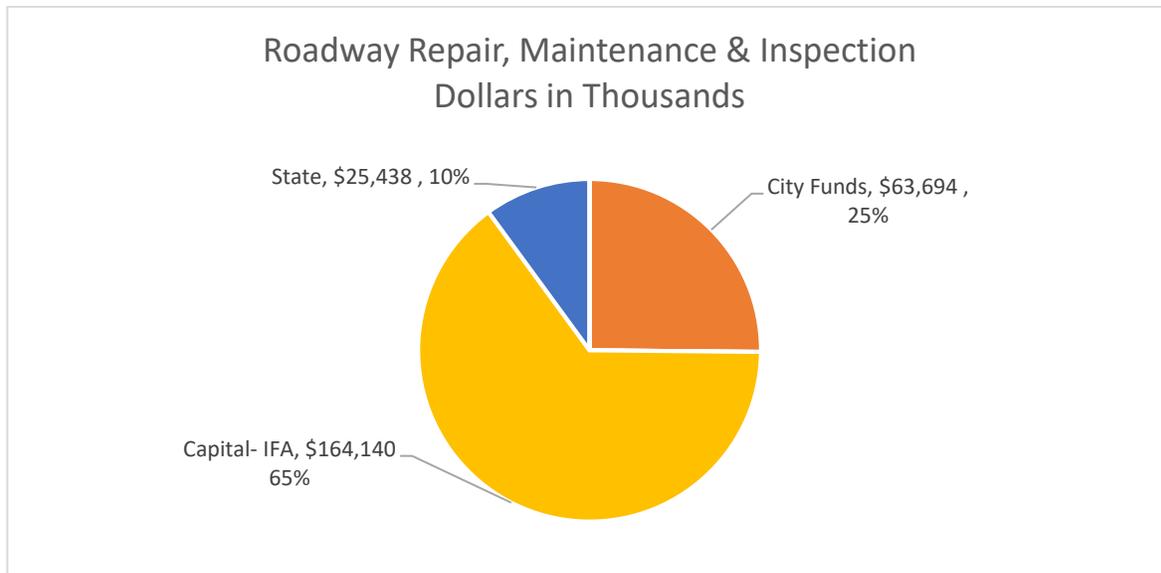
The Fiscal 2021 Preliminary Budget provides funding for 1,467 positions for roadway repair, maintenance and inspection, an increase of five positions compared to the Fiscal 2020 Adopted Budget number of 1,462 positions.

Since the Fiscal 2020 Budget was adopted last June, the key actions affecting this program area include the following.

- Backup Cameras and Rain Gear.** In October 2019, a DOT worker was killed after he was run over by an Agency vehicle. In response, the Fiscal 2021 Preliminary Plan includes a new need of \$422,000 for the installation of safety cameras on DOT vehicles and for reflective rain gear for employees.
- Markings Contract Capacity Reduction.** The Fiscal 2021 Preliminary Plan includes savings of \$810,000 in Fiscal 2020 and \$850,000 in Fiscal 2021 resulting from the use of new procurement methods that have resulted in more competitive bids for street marking contracts. Initiated in Fiscal 2019, the method permits the City to accept bids for smaller scale contracts allowing for more competition from smaller vendors. Prior to Fiscal 2019, the City only accepted bids for large scale contracts, which limited competition amongst the relatively few vendors capable of doing the job. DOT will do less work than originally anticipated while

the new vendors are being established. The additional savings more accurately reflects the projected savings since the original estimate.

- Review of Sidewalk Violations Caused by Street Tree Damage.** The Preliminary Plan includes new needs of \$810,000 in Fiscal 2020 and \$400,000 in Fiscal 2021 as part of DOT’s sidewalk damage review program. Funding will be used to hire temporary staff to review sidewalk damage caused by trees and cancel liens to property owners for damaged sidewalks. In addition, funding will be used to create searchable database for summons related to tree damage.
- Consolidation of Sidewalk Inspection Management Initiatives.** The Preliminary Plan includes \$4.8 million in Federal Highway Act and Federal Transit Administration grants for 15 small-scale DOT projects. Projects include installation of safety treatments, data collection, planning work, improvements to public transportation access, and curb extensions.



**Performance Measures**

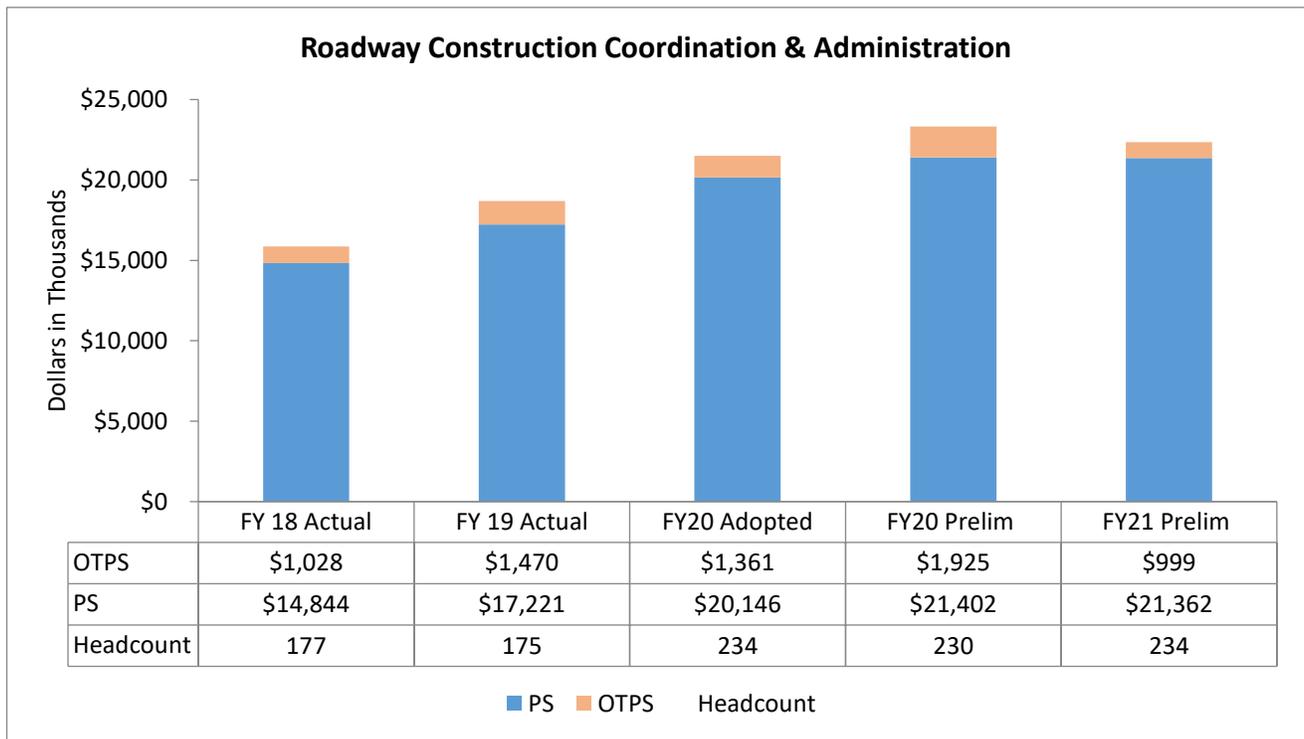
The indicators below measures efficiencies and effectiveness of the Roadway Repair, Maintenance and Inspection.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★Streets maintained with a pavement rating of - Good (%)	69.8%	71.5%	NA	71.0%	71.0%	NA	NA
- Fair (%)	29.6%	28.0%	NA	*	*	NA	NA
- Poor (%)	0.6%	0.6%	NA	*	*	NA	NA
★Average time to close a pothole work order where repair was done (calendar days)	3	3.5	3.2	5	5	4	2.5
Pothole work orders	49,687	51,833	42,960	*	*	10,210	11,310
Potholes repaired - Arterial highway system	30,922	39,815	32,301	*	*	3,607	2,921
- Local streets	229,160	239,426	196,038	*	*	43,928	48,241
Lane miles resurfaced citywide	1321.2	1,321.90	1,324.00	*	*	703.9	609.7
Average cost per lane mile resurfaced citywide (\$)	\$152,192	\$161,406	\$158,620	*	*	NA	NA
★ Critical Indicator "NA" Not Available in this report * No Target							

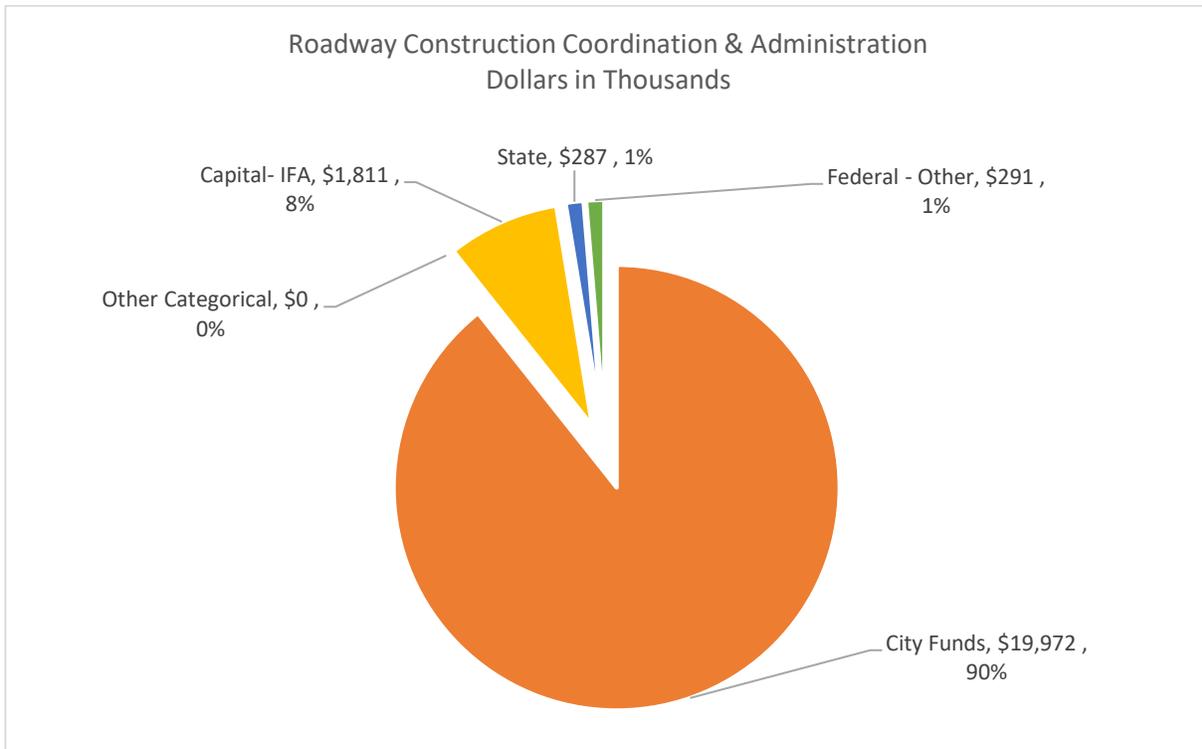
According to the PMMR, in the first four months of Fiscal 2020 the average time to close a pothole work order where repair was done decreased by nearly 100 percent from 4 days to 2.5 days compared to the same period of Fiscal 2019. DOT repaired 51,162 potholes (arterials and local streets), eight percent more than in the same period last year, with repairs on arterials decreasing and repairs on local streets increasing. The amount of lane miles resurfaces citywide decreased 13 percent in the first four months of Fiscal 2021 when compared to the same period last year, however, the DOT stated that the Agency is still on schedule to reach its goal of 1,300 lane miles paved annually.

**Roadway Construction Coordination and Administration**

The Department supervises street resurfacing and repair work; permits management; and maintains and repairs vehicles and equipment used for street and arterial maintenance programs.

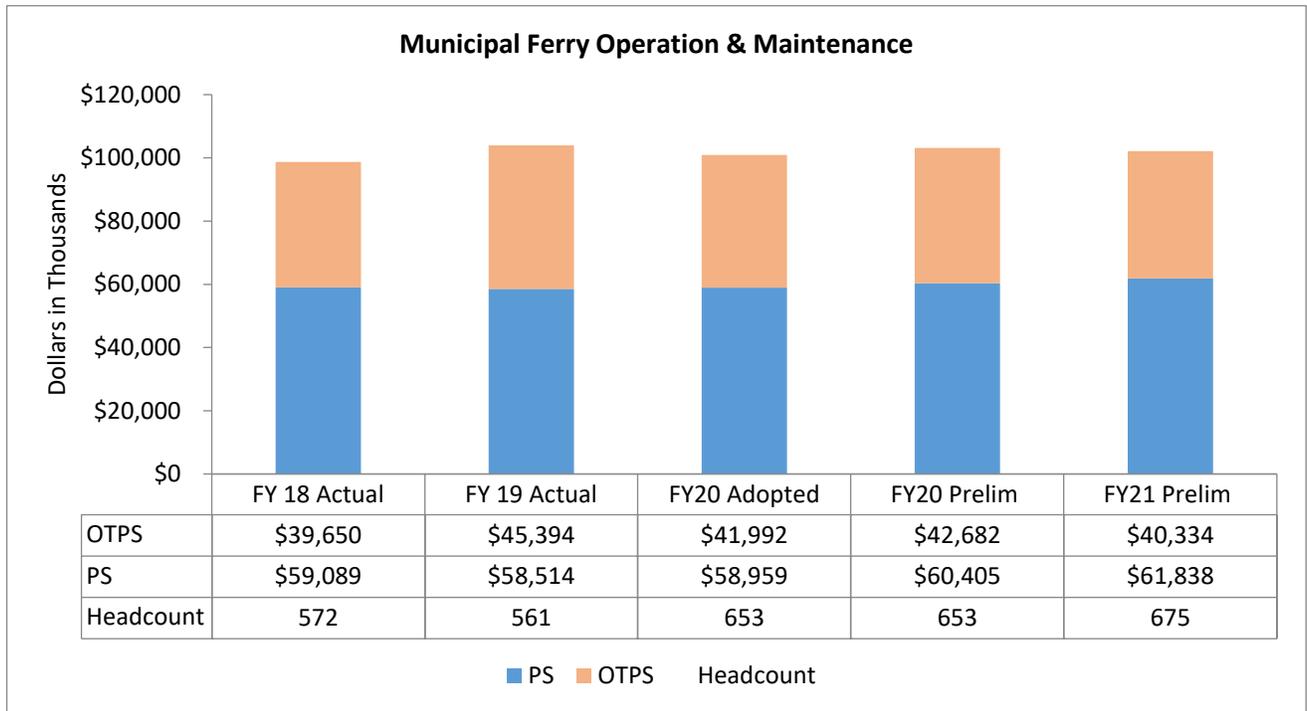


The DOT’s Fiscal 2021 Preliminary Budget includes \$22.4 million in Fiscal 2021 for the roadway construction coordination and administration program area, an increase of \$854,000, or four percent when compared to the Fiscal 2020 Adopted Budget. The Fiscal 2021 headcount for this program area is 234, the same as it was in the Fiscal 2020 Adopted Budget.



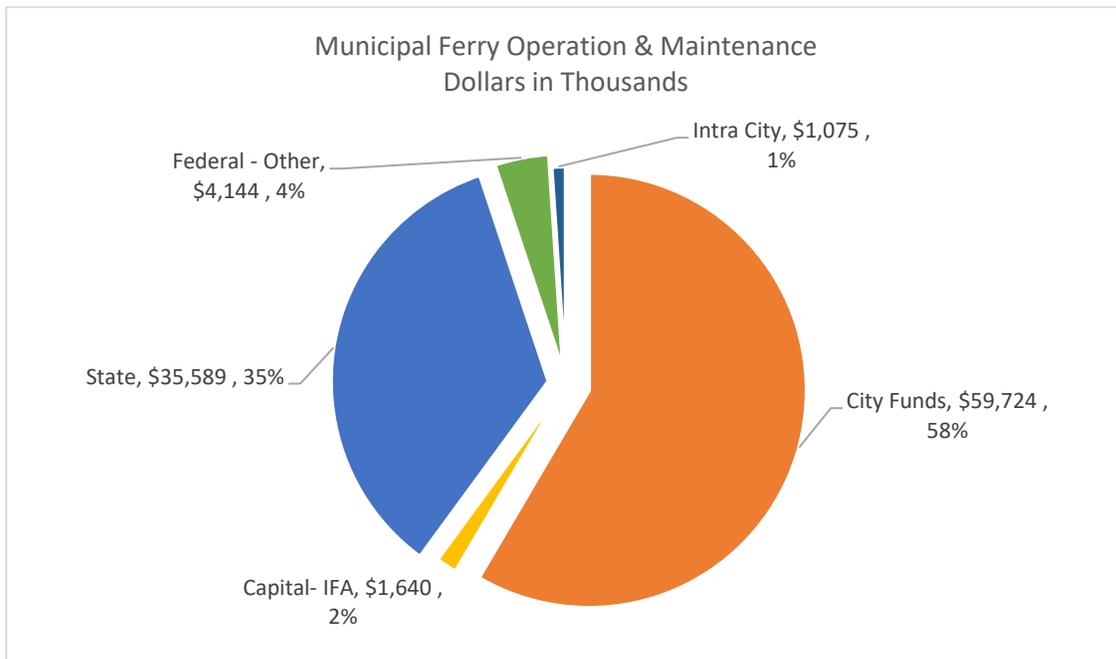
**Municipal Ferry Operation and Maintenance**

This program area is responsible for the operation of the Staten Island Ferry and the Hart Island Ferry services, as well as the maintenance of dock and ferry terminal facilities. In Fiscal 2019, the Staten Island Ferry carried 25.2 million passengers on a 5.2-mile run between the St. George Terminal in Staten Island and the Whitehall Terminal in lower Manhattan, representing a three percent increase from Fiscal 2018 ridership of 24.5 million. Service is provided 24 hours a day, 365 days a year. A typical weekday schedule involves the use of five boats to transport approximately 70,000 passengers daily. For privately operated commuter ferries, annual ridership totaled approximately 16.4 million in Fiscal 2019, an increase of 19 percent from Fiscal 2018 and 47 percent from Fiscal 2017. During the day, between rush hours, boats are regularly fueled and maintenance work is performed. Terminals are cleaned around the clock and routine terminal maintenance is performed on the day shift. On weekends, three boats are used (64 trips each weekend day). Over 33,000 trips are made annually. Funding for the City’s Citywide Ferry Service program is housed in the New York City Economic Development Corporation’s (NYCEDC) budget.



The Department’s Fiscal 2021 Preliminary Budget includes \$102.2 million in Fiscal 2021 for municipal ferry operation and maintenance, \$1.2 million, one percent, more than the Fiscal 2020 Adopted Budget of \$100.9 million.

The Fiscal 2021 Preliminary Budget headcount for this program area is 675, an increase of 22 compared to the Fiscal 2021 Adopted Budget.



**Performance Measures**

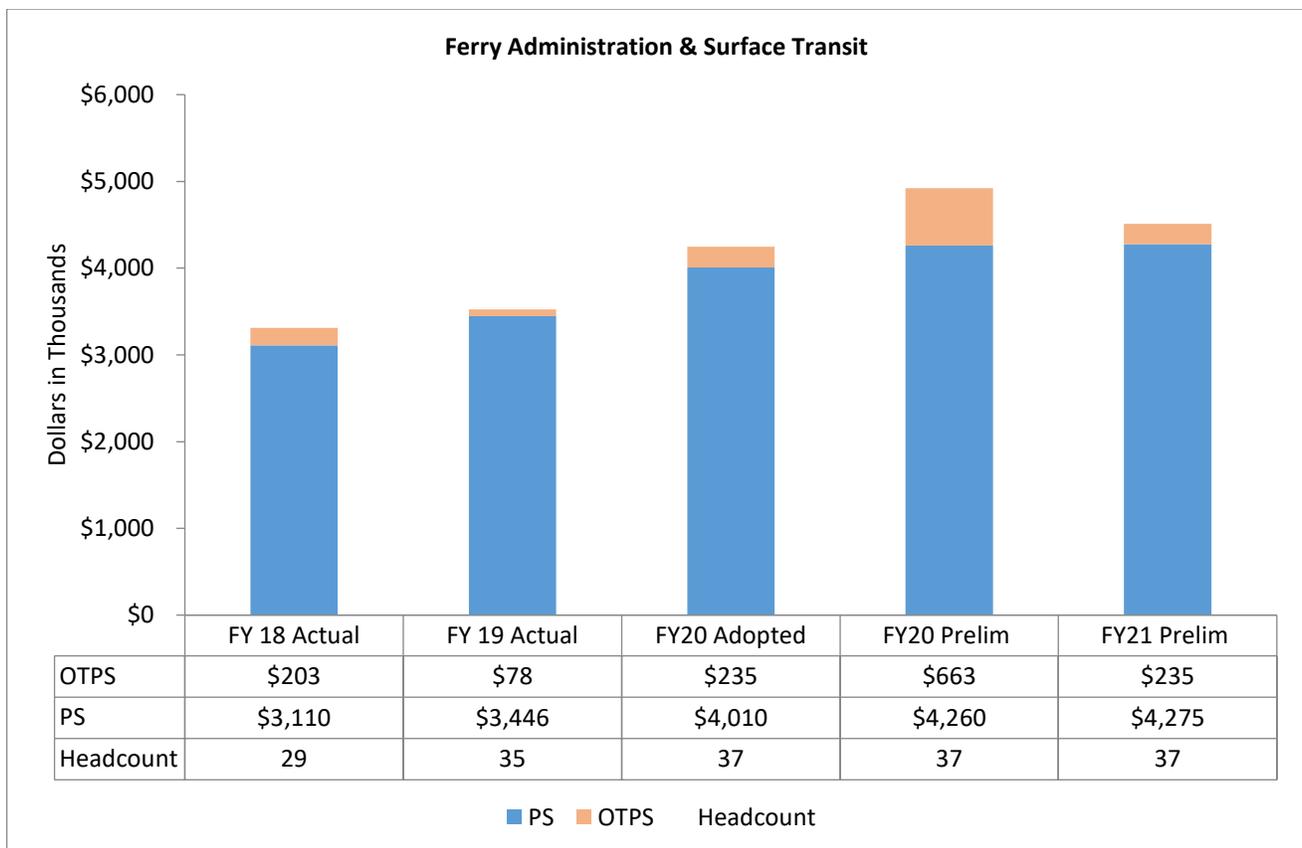
The indicators below measures efficiencies and effectiveness of the Municipal Ferry Operation and Maintenance Program Area.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Staten Island Ferry - Trips that are on time (%)	92.8%	92.4%	94.3%	90.0%	90.0%	91.1%	94.2%
- Ridership (000)	23,920	24,497	25,223	*	*	9,103	7,450
- Average cost per passenger (\$)	\$5.16	\$5.37	\$5.42	*	*	NA	NA
★ Critical Indicator "NA" Not Available in this report * No Target							

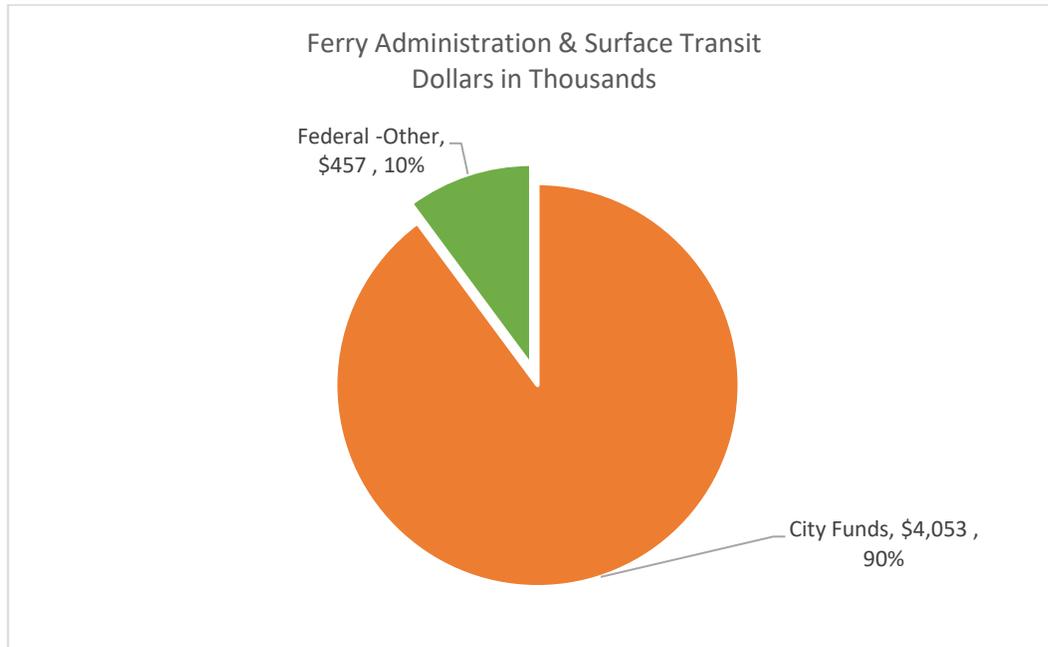
In the first four months of Fiscal 2020, the percent of Staten Island Ferry trips that were on-time was 94.2 percent, which is a slight increase when compared to the same period a year ago. Overall ridership on the Ferry decreased by 1,653 passengers when compared to the same four-month period last year.

**Ferry Administration and Surface Management**

This program area is responsible for regulating private ferries, in addition to overseeing subsidies to the MTA Bus Company (MTABC) and the Atlantic Bus Express paid from the City’s Miscellaneous Budget. In 2006, the City finalized the transfer of subsidized local and express bus service formerly provided by private franchise bus companies to the MTABC. MTABC is primarily funded through farebox revenues and City subsidies. In addition to five facilities leased from private owners, the City currently owns three bus depots dedicated to MTABC operations, located in Yonkers, Southeast Brooklyn, and College Point, Queens.



The Department’s Fiscal 2021 Preliminary Budget includes \$4.5 million and 37 positions in Fiscal 2021 for ferry administration and surface transit management. Funding for this program area decreased by \$265,000 or six percent, all federal funds, when compared to the Fiscal 2020 Adopted Budget.



**Performance Measures**

The indicators below measures efficiencies and effectiveness of the Ferry Administration and Surface Transit Program Area.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Private ferry service - Total ridership (000)	11,202	13,827	16,413	*	*	6,103	7,352

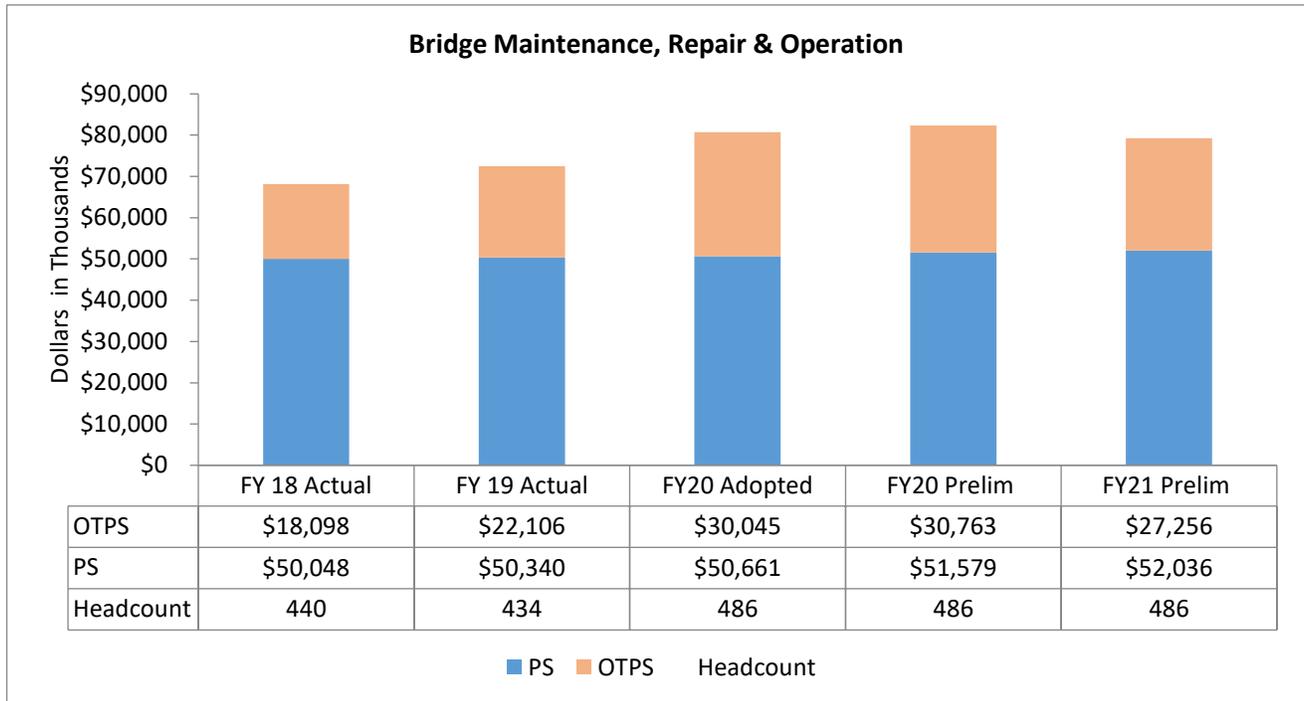
★ Critical Indicator "NA" Not Available in this report \* No Target

According to the PMMR, in the first four months of Fiscal 2020 private ferry ridership surpassed 7.4 million riders, increasing 20 percent from last year. In August 2017, the Astoria route of NYC Ferry began service, connecting the growing residential and business communities of Western Queens and Roosevelt Island to Brooklyn and Manhattan. NYC Ferry service, which launched in May 2017, offers five routes (Astoria along with South Brooklyn, Rockaway, Soundview, and East River), giving commuters another option to get to and from work each day. The service helps reduce overcrowding on subways and buses, offers reliable transportation to the underserved communities, and expands the use of our waterways as an essential component of the City’s transportation network. City funding for the NYC Ferry resides in the NYC Economic Development Corporation’s budget.

**Bridge Maintenance, Repair and Operation**

The Department’s Division of Bridges is responsible for the inspection, maintenance, repair and operation of 76 bridge structures, including 767 non-movable bridges, 23 movable bridges, and four tunnels, including the four East River bridges. While the Division is responsible for the capital rehabilitation of the 61 culverts in Staten Island, maintenance and inspection responsibilities remain with the New York City Department of Environmental Protection. In addition, the Bridge Division

designs and supervises consultant designs of bridge projects and oversees major bridge reconstruction and construction work. The Division is comprised of six bureaus: Roadway Bridges; East River Bridges, Movable Bridges, Tunnels; Engineering Review; Bridge Maintenance, Inspections, Operations, Specialty Engineering and Constructions; and Management Support Services.

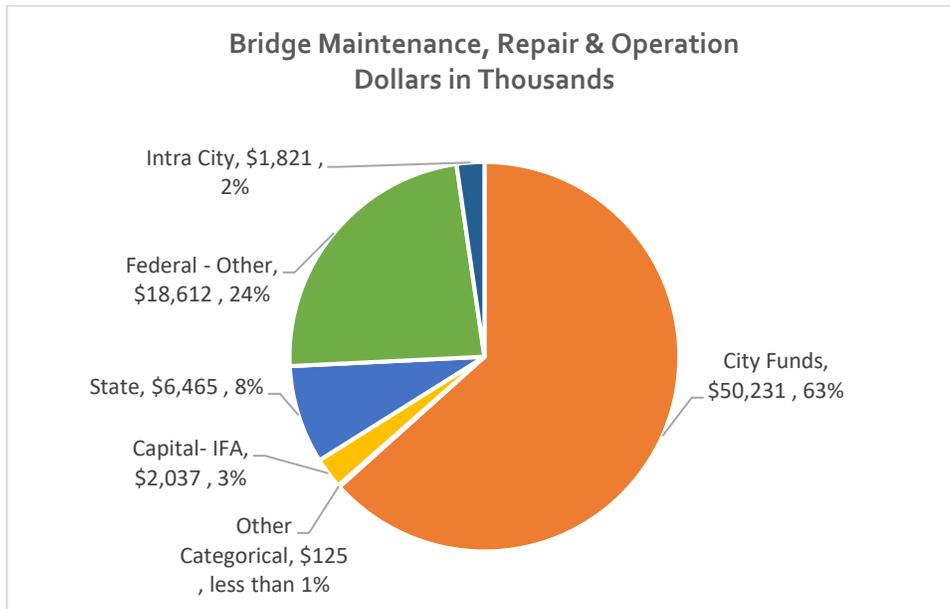


The DOT’s Fiscal 2021 Preliminary Budget includes \$79.3 million for bridge maintenance, repair, and operations in Fiscal 2021, a decrease of \$1.4 million or two percent when compared to the Fiscal 2020 Adopted Budget of \$80.7 million. These funds will help the Department continue to provide adequate maintenance of the City’s bridges.

In Fiscal 2021, funded headcount for this program area would be 486 positions and remains unchanged from last year. However, based on prior fiscal years, actual funding for bridge operations increased post budget adoption as federal funds became available. It is likely that funding and headcount for this program area would increase in Fiscal 2021 as additional federal and State funds are recognized.

Since the Fiscal 2020 Budget was adopted last June, the key actions affecting this program area in Fiscal 2020 include the following.

- **Bridge Inspections Programs.** The Fiscal 2021 Preliminary Plan includes Federal Highway Administration grant funding of \$1 million in Fiscal 2020 only for inspection and data collection on all City owned bridges.



**Performance Measures**

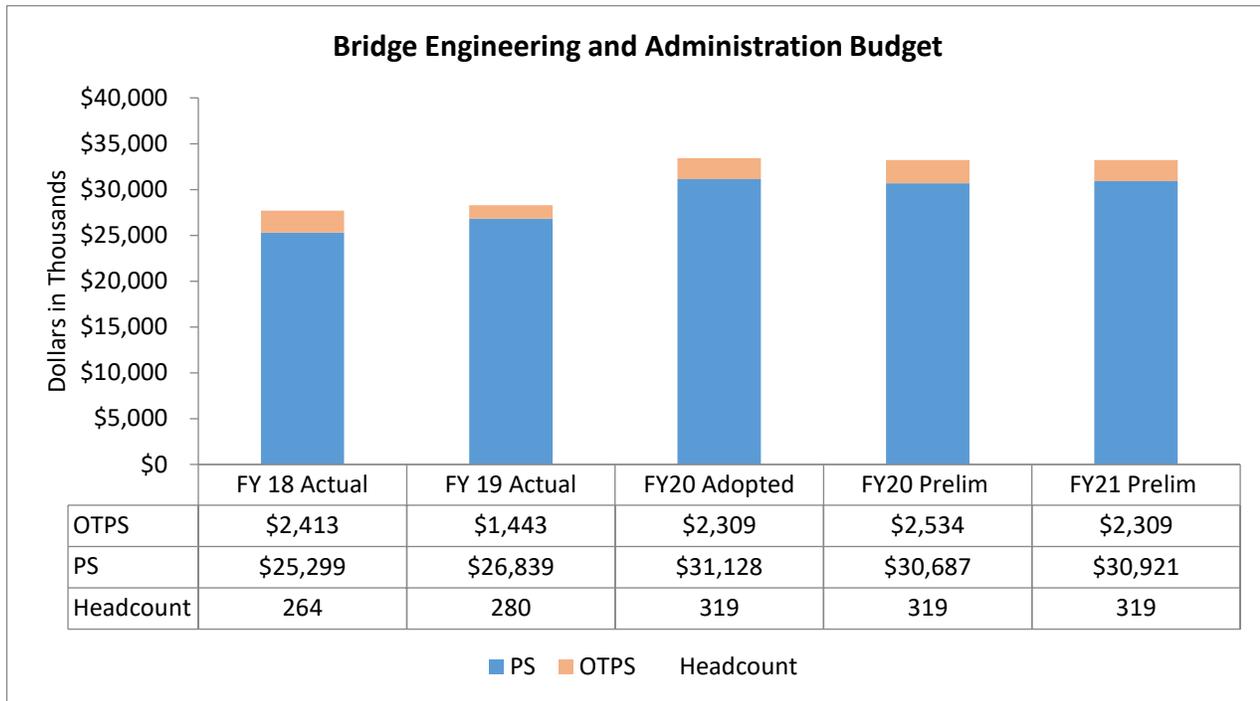
The indicators below measures efficiencies and effectiveness of the Bridge Maintenance, Repair & Operation Program Area.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Bridges rated - Good or very good (%) (calendar year)	41.8%	41.9%	NA	40.7%	40.7%	NA	NA
- Fair (%)	58.2%	57.8%	NA	*	*	NA	NA
- Poor (%)	0.0%	0.3%	NA	*	*	NA	NA
★ Critical Indicator "NA" Not Available in this report * No Target							

The Preliminary Mayor’s Management Report does not provide performance data on bridge ratings for the first four months of Fiscal 2020. Moreover, DOT does not provide performance data on bridge ratings for Fiscal 2019, despite having this information in past PMMRs.

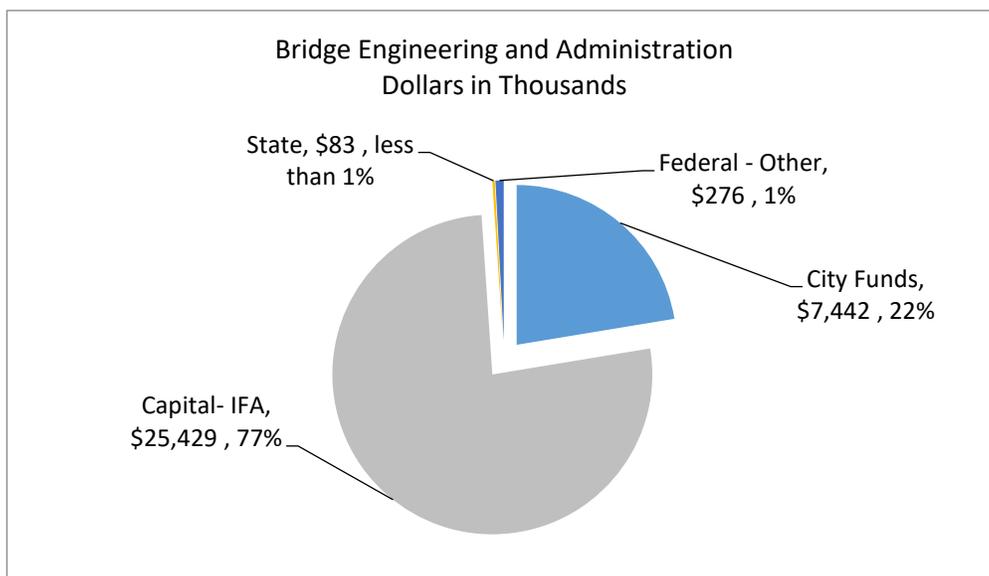
**Bridge Engineering and Administration**

This program area is responsible for the design of bridge projects and supervision of consultant designs of bridge projects, and for oversight of Capital Budget work on City-owned bridges. The funding for bridge engineering and design is provided primarily from the City’s Capital Budget through intra-fund agreements (IFA). Since 2000, this Division has managed over \$6 billion in bridge Capital reconstruction projects including a number of projects to rehabilitate the East River Bridges, namely the Brooklyn, Manhattan, Williamsburg and Ed Koch/Queensboro Bridges. In the last few years other major bridges that have been completely replaced, include the Third Avenue, Macombs Dam and the 145th Street spans over the Harlem River. Over the next ten years, DOT plans to spend nearly \$8 billion, as contained in the Ten-Year Capital Strateg, on various bridge reconstruction and construction projects.



The DOT’s Fiscal 2021 Preliminary Budget includes \$33.2 million in Fiscal 2021 for engineering and administration, a decrease of \$207,000, or one percent, when compared to the Fiscal 2020 Adopted Budget.

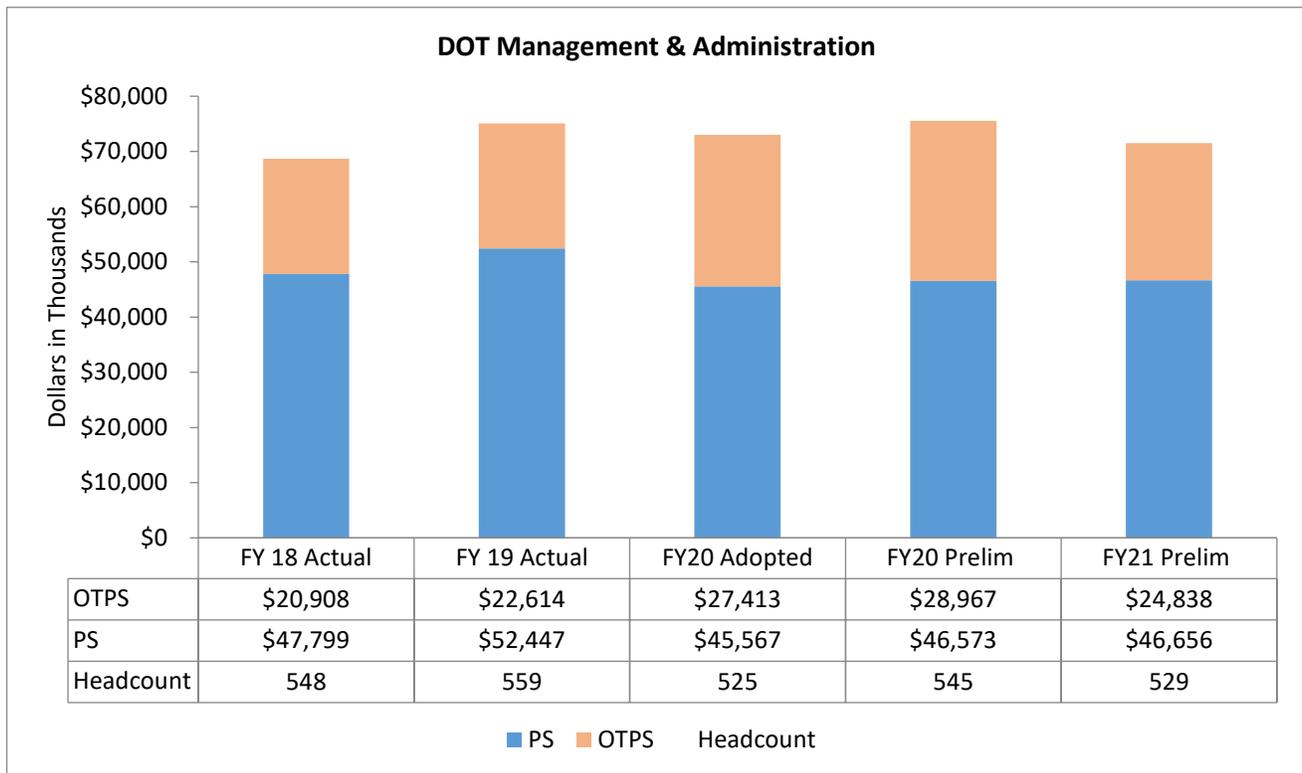
The Preliminary Budget includes a headcount of 319 in Fiscal 2021, remaining unchanged from the previous fiscal year.



### DOT Management and Administration

This program area consists of the Commissioner’s office and all other agency-wide administrative services, including management information and analysis, management planning, finance, personnel, labor relations, general procurement services, data processing, general counsel, public information and information systems. The agency’s six Borough Commissioners, including the Borough

Commissioner for Lower Manhattan, are also included in this program area. The Borough Commissioners are charged with dealing directly with borough-wide issues.



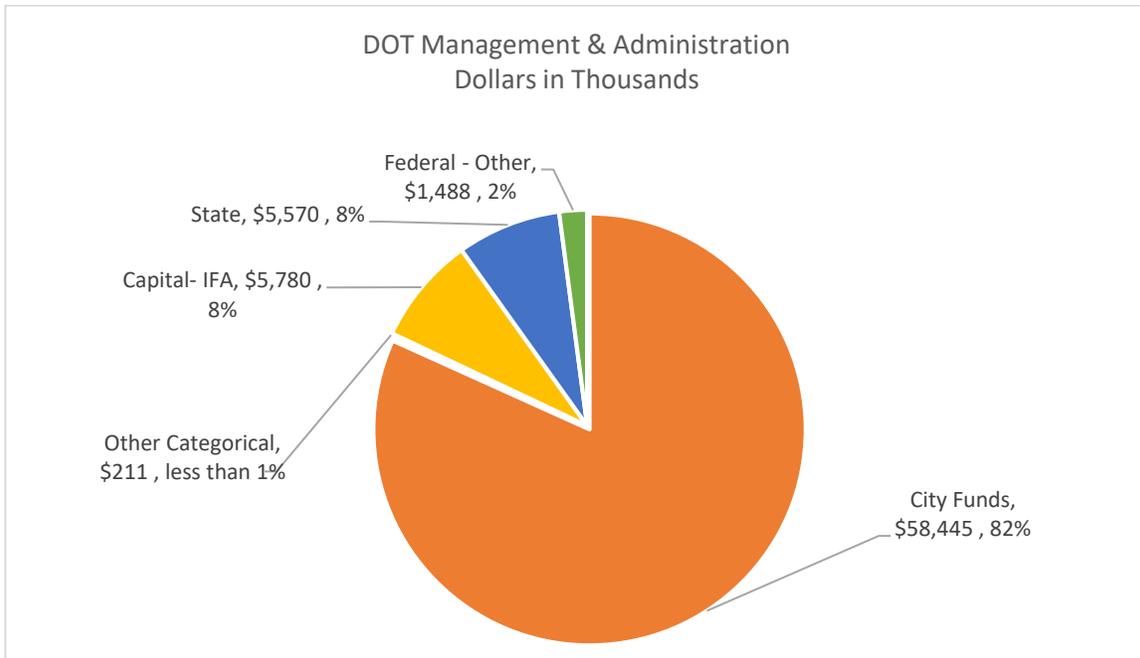
The DOT’s Fiscal 2021 Preliminary Budget includes \$71.5 million for this program area, \$1.5 million (two percent) less than the Fiscal 2020 Adopted Budget of \$73 million.

The Preliminary Budget includes a headcount of 529 in Fiscal 2021 for this program area, an increase of four positions when compared to the Fiscal 2020 Adopted Budget.

Since the Fiscal 2020 Budget was adopted last June, the key actions affecting this program area in Fiscal 2020 include the following.

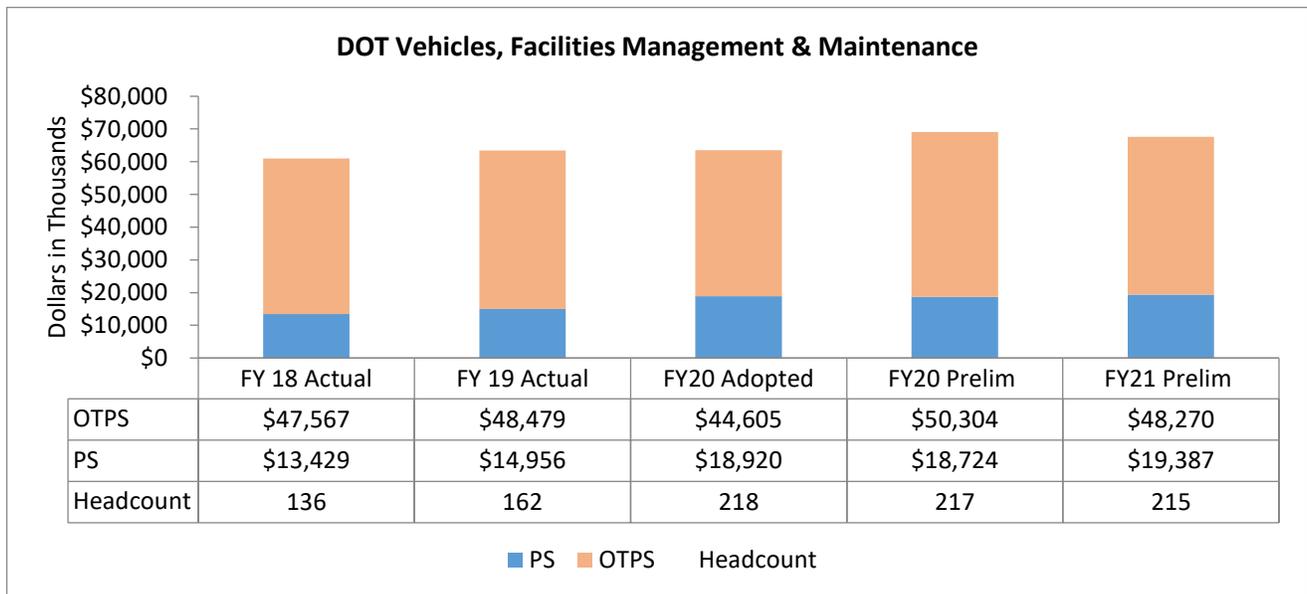
- DOT Collective Bargaining.** The Department’s Fiscal 2021 Preliminary Plan includes funding for collective bargaining agreements added since the November 2019 Plan, totaling \$5.4 million in Fiscal 2020, \$6.4 million in Fiscal 2021, and \$6.5 million in Fiscal 2022 and in the outyears.
- Fleet Hiring Delay.** Because DOT’s Fleet Facility is in need of renovation, all new hiring has been delayed resulting in savings of \$191,000 in Fiscal 2020 and \$111,000 in Fiscal 2021 until all necessary renovations are complete.
- Reorganize Customer Service and Language Access Group.** In an effort to streamline and increase efficiency, DOT combined its Commissions Correspondence Unit and Language Access Group. This departmental streamlining is anticipated to produce savings of \$116,000 in Fiscal 2020 and \$160,000 in Fiscal 2021 and in the outyears.
- Federal Funding for the Traffic Management Center.** The Fiscal 2021 Preliminary Plan includes federal funding of \$3.7 million in Fiscal 2020 and \$745,000 in Fiscal 2021 that will offset planned City spending for the DOT’s Traffic Management Center.

- Lease Funding.** The Preliminary Plan includes new needs of \$3.5 million in Fiscal 2020, \$3.7 million in Fiscal 2021, \$7.2 million in Fiscal 2022, and \$7.5 million in Fiscal 2023 for internal facility build outs to support the speed camera expansion program and the accessible ramp program within DOT.



### DOT Vehicles, Facilities Management and Maintenance

Funding in this program area provides for the maintenance of the Department’s approximately 3,000 vehicles and facilities citywide.

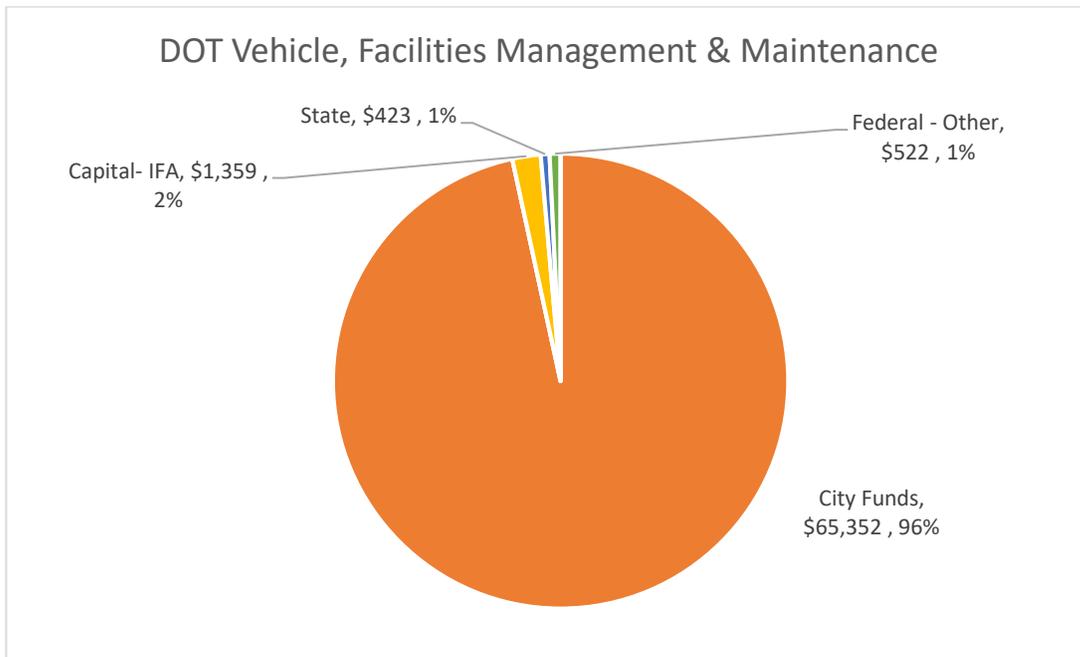


The DOT’s Fiscal 2021 Preliminary Budget includes \$67.7 million in Fiscal 2021 for vehicles, facilities management, and maintenance, \$4.1 million more than the Fiscal 2020 Adopted Budget of \$63.5 million.

The Fiscal 2021 Preliminary Budget includes funding for 215 positions in Fiscal 2021 for this program area, a decrease of three positions compared to the Fiscal 2020 Adopted Budget.

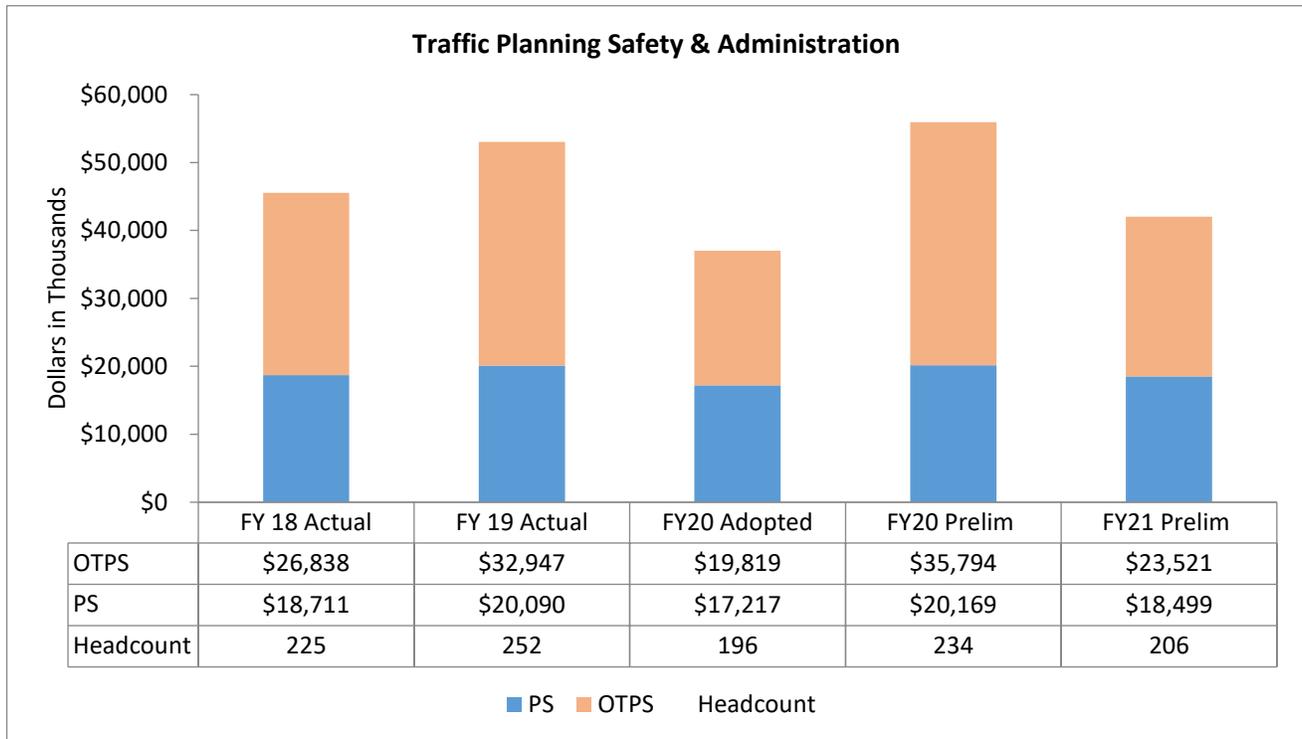
Since the Fiscal 2020 Budget was adopted last June, the key actions affecting this program area include the following.

- Hunts Point Diesel Emission Reduction.** The Preliminary Plan includes federal funding of \$1.2 million in Fiscal 2020 only for the DOT’s Hunts Point Diesel Reduction program. The Hunts Point Diesel Emission program promotes the use of alternative fuel vehicles. It also provides rebates and subsidies for equipment installations to help improve air quality in the Hunts Point area of the Bronx. This program’s funding will continue to be funded by a federal grant through Fiscal 2021, after which time the program will continue using funding from the Volkswagen pollution settlement fund.



**Traffic Planning Safety and Administration**

This program area is responsible for the supervision, planning and research, and general support of the Department’s traffic and parking programs. The Division also develops programs to enhance mobility for bicyclists and pedestrians, and studies traffic patterns and impacts of major projects and development.



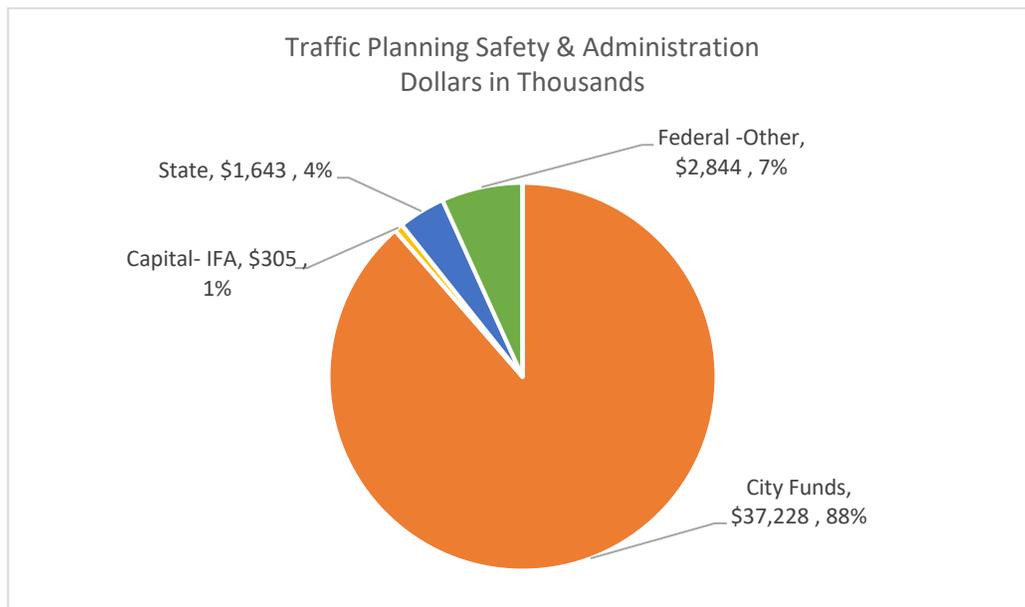
The DOT’s Fiscal 2021 Preliminary Budget includes \$42 million for traffic planning safety and administration, \$5 million greater than the Fiscal 2020 Adopted Budget. The Fiscal 2021 Preliminary Budget includes funding for 206 positions in Fiscal 2021 for this program area, an increase of ten positions, from the previous Adopted Budget.

Actions taken which affected this program area since Fiscal 2020 budget adoption last June include the following.

- Master Plan Studies and Outreach.** In October, the Council passed local law 195 of 2019, the Transportation Master Plan. Legislated to take effect in Fiscal 2022, the Master Plan will invest nearly \$2 billion in the City’s infrastructure, over ten years. The plan calls for the installation of at least 250 protected bike lanes and 150 of protected bus lanes, bus stop upgrades at 2,500 stops, redesign of at least 2,000 intersections, and other major transportation projects. In order to prepare for the effects of this legislation, the Preliminary Plan includes a new need of \$1.8 million in Fiscal 2020 for the Master Plan studies and related outreach. DOT will reach out to communities, politicians, and community boards affected by the Master Plan in order to get feedback and conduct surveys from stakeholders. In addition, DOT plans on conducting studies to gather data on where to best incorporate the Master Plan, in preparation for the Fiscal 2022 start date.
- Safe Steps to Transit.** The Fiscal 2021 Preliminary Plan includes \$155,000 in Fiscal 2020 only in federal funds to help innovate design solutions for accessibility to buses and to help reduce the need for car access in the City. As such, DOT will implement upgrades to crosswalks, pedestrian plazas, and traffic signals, with a particular focus on high crash areas of the City.
- Transportation Access Vision Impairment.** The Fiscal 2021 Preliminary Plan includes one-time federal funding of \$40,000 to implement technology and infrastructure improvements in order to enhance travel experiences for visual impaired individuals. Improvements include the installation of tactile paving, a type of textured ground surface indicator mounted in

pedestrian areas and transit stations to assist visually impaired pedestrians.

- Vision Zero Education Initiative.** The Fiscal 2021 Preliminary Plan includes \$457,000 in federal funds in Fiscal 2020 only for the Vision Zero Education Initiative. This National Highway Traffic Safety Administration (NHTSA) grant will provide age appropriate traffic safety education for pedestrian, bicycle, and vehicle passenger safety. The program is primarily focused on safety for children, older adults, and other populations of high risk, including low-income New Yorkers. As such, the programs will be offered at various senior and community centers throughout the City.
- Wayfinding.** The Fiscal 2021 Preliminary Plan includes \$1.3 in federal funding in Fiscal 2020 only for the manufacture and installation of signage to assist individuals in navigating the City on foot or by public transit.



**Performance Measures**

The indicators below measures efficiencies and effectiveness of the Traffic Planning Safety & Administration Program Area.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Bicycle lane miles installed	82.9	70.5	67.5	50	50	35.5	44.3
Bicycle racks installed	2,018	804	1,642	1,500	1,500	NA	NA
★ NYC Adults who Bike Regularly (calendar years)	828,000	793,000	787,000	up	up	NA	NA
Select Bus Service ridership (000) (annual)	77,902	88,148	92,422	*	*	NA	NA
– Route miles (cumulative)	89	113	131	*	*	NA	NA
Construction permits issued	597,358	646,079	686,703	*	*	236,628	238,865
Inspections of permitted street work	707,330	595,665	546,906	*	*	183,862	204,587
★ Critical Indicator "NA" Not Available in this report * No Target							

In the first four months of Fiscal 2020, DOT added 44.3 lane miles to the City’s bicycle network during the reporting period, an increase of 25 percent when compared to the same period last year. Although, the agency is on schedule to install 50 bike lane miles by the end of June 2020, the indicator fails to show how many of the new bike lanes installed are protected bike lanes. It would be meaningful to include such an indicator, including the average cost per lane mile installed in future

reports. In addition, DOT installed 131 miles of select bus routes in Fiscal 2019, an increase of 16 percent when compared to the 113 miles installed in Fiscal 2018.

### Capital Plan Overview

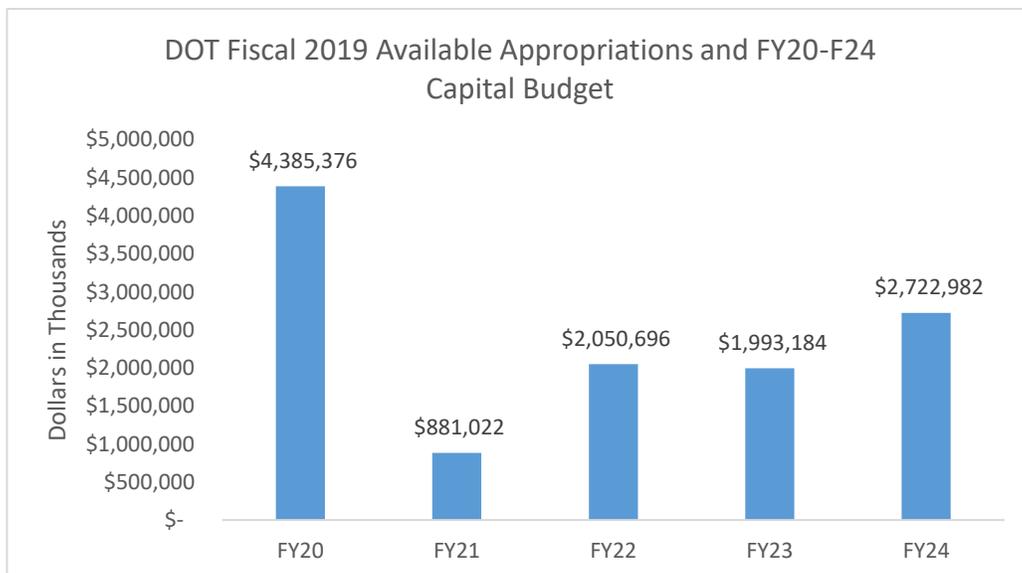
On January 16, 2020, Mayor Bill de Blasio released the Preliminary Capital Commitment Plan for Fiscal 2020-2024 (the Commitment Plan) and the Fiscal 2021-2024 Preliminary capital Budget (the Capital Budget).

The following section will provide an overview of the Preliminary Commitment Plan and Capital Budget for DOT. Each one of these documents should support and be well integrated with one another to properly execute the City’s capital projects, as well as meet its infrastructure goals. Below we will examine to what extent this is occurring, where improvements need to be made, and the overall feasibility of DOT’s capital program.

### Fiscal 2021 Preliminary Capital Budget for Fiscal 2020-2024

The Capital Budget provides the required appropriations for Fiscal 2021 and planned appropriations for the subsequent three-year capital program. Appropriations represent the legal authority to spend capital dollars and are what the Council votes on at budget adoption. The Commitment Plan, which is a five-year spending plan, is the plan to spend those appropriations. The Capital Budget is significantly less than the Capital Commitment Plan because it does not include the current appropriations for Fiscal 2020 or the amount of funding that may be re-appropriated or rolled into Fiscal 2021 in the Executive or Adopted Budget.

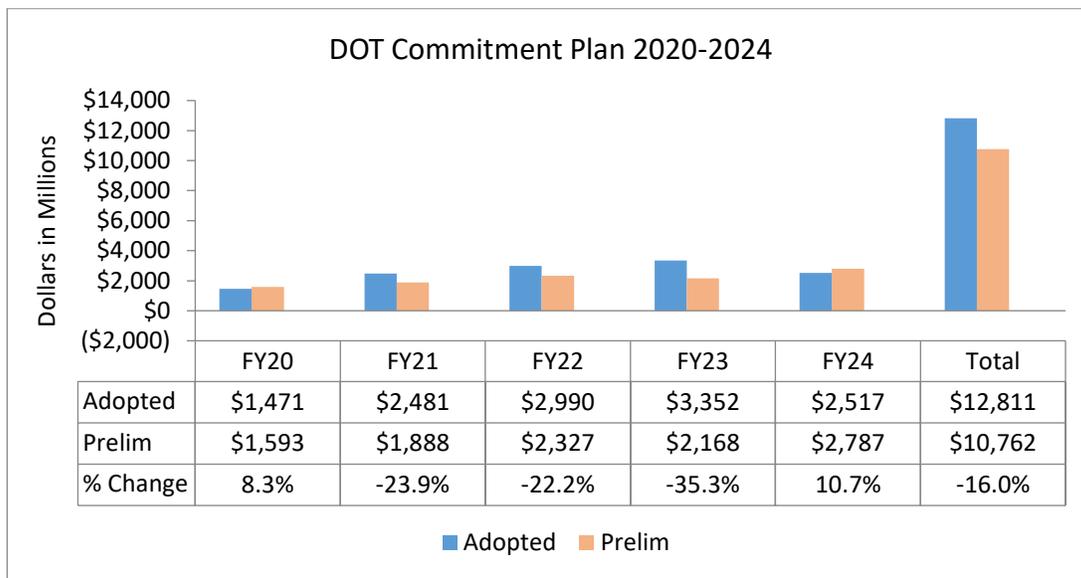
As shown in the chart below, the Department of Transportation’s Fiscal 2021 Preliminary Capital Budget includes \$7.6 billion in Fiscal 2021-2024. This represents approximately 14 percent of the City’s total \$56.1 billion Capital Budget for 2021-2024. Available appropriations for Fiscal 2020 total \$4.4 billion. This includes \$2.8 billion in reauthorized prior appropriations and \$5.98 billion in authorized Fiscal 2020 appropriations, less actual commitments in the current fiscal year.



**Preliminary Capital Commitment Plan for Fiscal 2020-2024**

The City’s Capital Commitment Plan details the Administration’s plan to spend the appropriations voted on by the City Council at Adoption. The Commitment Plan provides project-level funding detail, as well as estimate of expenditure dates. It is through this document that we gain insight into a project’s estimated cost, start date and time to completion.

The Department of Transportation’s Preliminary Commitment Plan includes \$10.8 billion in Fiscal 2020-2024. This represents approximately 13 percent of the City’s total \$83.8 billion Preliminary Commitment Plan. The Capital Commitment is significantly higher than the Capital Budget because it includes the current appropriations for Fiscal 2020. The amount of uncommitted appropriations form the amount that will be re-appropriated or rolled into Fiscal 2021 in the Executive and Adopted Budgets. The Department plans to commit \$1.6 billion in Fiscal 2020.



The DOT Preliminary Capital Commitment Plan for Fiscal 2020-2024 includes \$1.6 billion in Fiscal 2020, an increase of \$122 million, or eight percent when compared to the Fiscal 2020 Adopted Capital Commitment Plan. However, the Commitment Plan reflects decreased spending in Fiscal 2021 of \$593 million or 24 percent when compared to the Fiscal 2021 Adopted Plan. Overall, the Preliminary Capital Plan for the Department of Transportation for Fiscal 2020-2024 has decreased by \$2 billion to a total of \$10.8 billion, demonstrating a decrease of 16 percent when compared to the Department’s Adopted Commitment Plan. This 16 percent change is not the result of a funding reduction, but instead the result of pushing/postponing capital projects beyond Fiscal 2024. This is an effort to align the Department’s Capital Commitment Plan with its ability to commit those projects, a priority of the Council.

The available appropriations for Fiscal 2020 total \$4.4 billion against planned commitments of \$1.8 billion.<sup>1</sup> This excess balance of \$2.6 billion in appropriations gives the Administration considerable

<sup>1</sup> Appropriations for Fiscal 2020 are calculated by summing the available appropriations listed in the commitment plan with actual commitments to-date. Because commitments to-date excludes inter-fund agreements (IFA), this figure may be slightly lower than the total appropriations for Fiscal 2020. In addition, a very small portion of the difference between appropriations and planned commitments are necessary to fund IFA, which are excluded from this planned commitments figure.

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.

Historically, the Commitment Plan has frontloaded planned commitments for capital projects in the first year or two of the plan, and included unrealistically high planned commitments. At the Council's continued urging that practice has largely ceased. Beginning with the Fiscal 2020 Executive Commitment Plan, agencies' Commitment Plans are now more accurate, reflecting more evenly distributed planned spending across all years of the plan.

A natural result of more realistic timelines is capital projects extending beyond the Commitment Plan's five-year time frame. To address this, the Administration has added Section VII, titled "Redistribution of the City's Capital Plan" to the Commitment Plan. What this section does is increase the transparency of the Commitment Plan by showing the distribution of funding beyond the required five years to ten years (Fiscal 2020 -2029). This extension allows the Council and the public to better differentiate between movement beyond the years of the Commitment Plan and a simple elimination of funding.

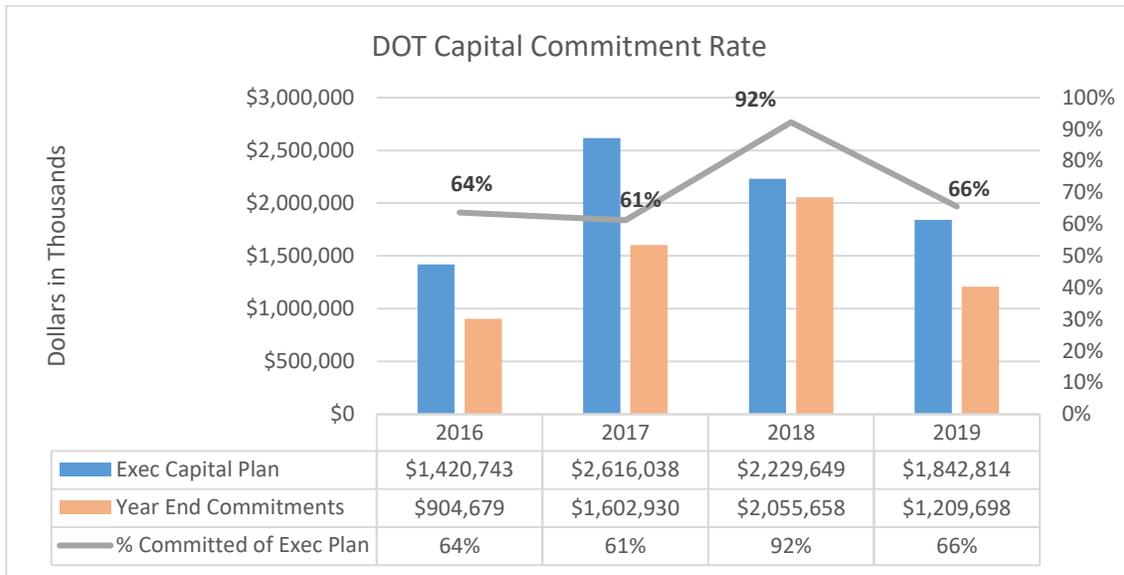
DOT's ten-year total is \$17.4 billion which is \$6.7 billion greater than its five-year plan. What this increase shows is the City's commitment to continuing many of its current projects beyond the time frame of the Capital Commitment Plan.

DOT had actual commitments of \$1.2 billion in Fiscal 2019, a commitment rate of 66 percent. The Department's history of commitments is shown in the chart below. This generated a roll of \$633 million from Fiscal 2019 into Fiscal 2020-2024, which was accounted for in the Executive Capital Commitment Plan. Given this performance history, it is likely that DOT will end this year with some unmet commitment targets and uncommitted appropriations available to roll into Fiscal 2021 and in the outyears.

The chart below displays the Department's capital commitment plan as of the Fiscal 2016-2019 Executive Budget and the actual commitments in the corresponding fiscal year. The chart also shows the capital commitment rate: the percentage of the capital plan committed per fiscal year.<sup>2</sup>

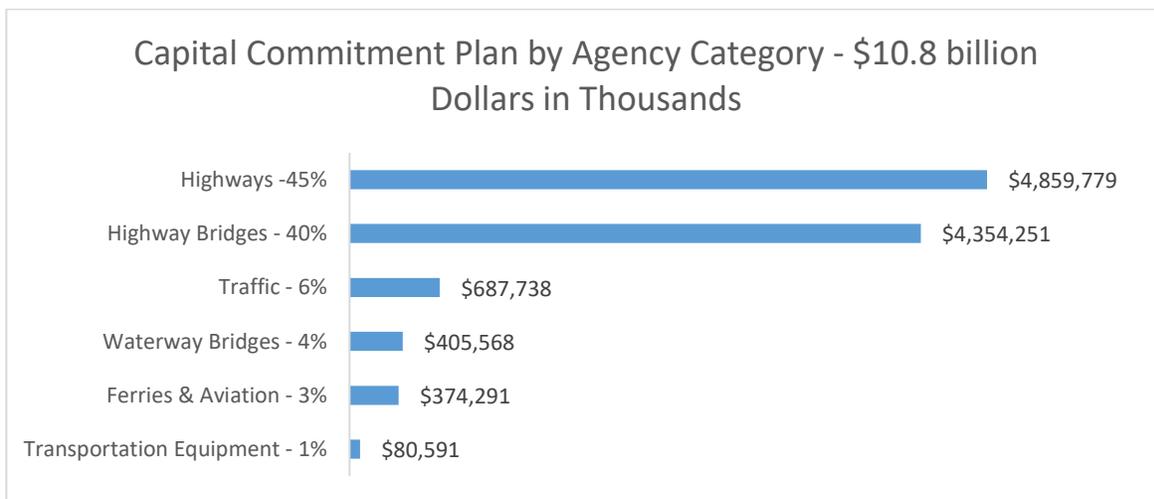
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<sup>2</sup> Note planned commitments are higher than the agency's "target commitments." Target commitments are a management tool used by OMB; they are "the actual aggregate levels that the managing agencies are expected to commit and against which their performance will be measured at the end of the fiscal year," and are not broken out between City and non-City funds.



### Capital Budget Structure

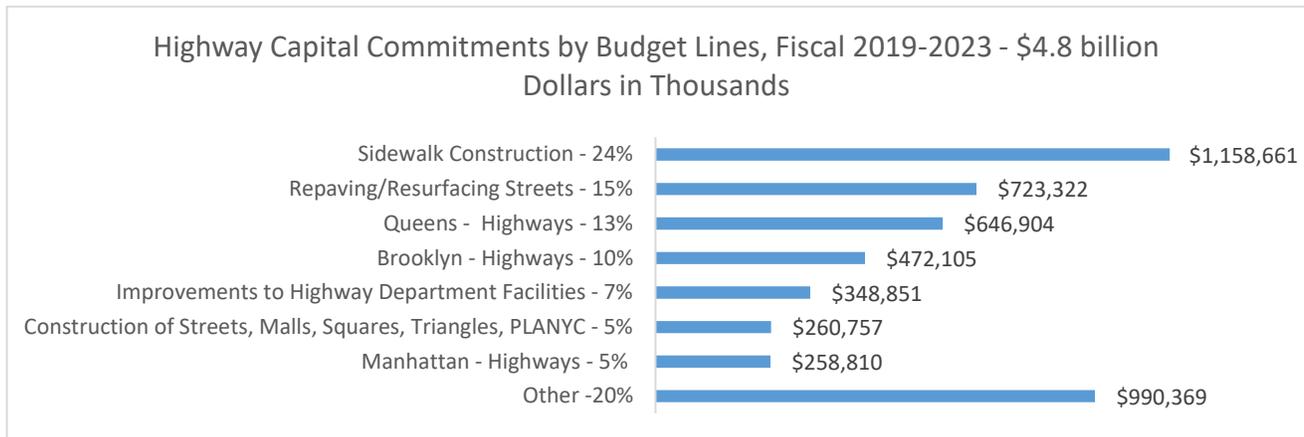
Overall, the DOT’s Capital Commitment Plan contains a total of 254 budget lines and 1,351 individual projects. As shown in the table and chart below, DOT’s capital plan is divided into six categories: Ferries, Highway Bridges, Highways, Traffic, Transportation Equipment, and Waterway Bridges. Of these six categories, Highways encompasses the majority of the capital funding at 45 percent, followed by Highway Bridges at 40 percent, Traffic at six percent, Waterway Bridges at four percent, Ferries at three percent, and Transportation Equipment at one percent.



### DOT Highways

The Preliminary Capital Commitment Plan for Fiscal 2020-2024 includes \$4.9 billion for DOT Highways (including City and Non-City funds). Overall, the Preliminary Capital Commitment Plan funding for highways in Fiscal 2020-2024 is \$466.2 million less than the Adopted Plan of \$5.3 billion, a decrease of eight percent. The decrease is largely due to delays in planned projects, including Phase 3 Reconstruction of Queens Blvd and Woodhaven Blvd Select Bus Service, which shifted capital funding to the outyears.

The DOT’s highway category contains a total of 82 budget lines and 612 individual projects. The majority of the highways capital planned spending are allocated for the following budget lines: Sidewalk Construction \$1.2 billion, Repaving and Resurfacing of Street \$723.3 million, and Construction and Reconstruction of Highways – Queens \$646.9 million. These three budget lines make up 52 percent of the total capital spending for Highways.



**DOT Highway Project Highlights**

**Grand Concourse.** The Preliminary Capital Commitment Plan includes \$81 million for the Grand Concourse in the Bronx. Phase 4 of the project is currently registered in Fiscal 2020 and will consist of work from East 175<sup>th</sup> Street to East Fordham Road. Phase 5 of the project is planned for Fiscal 2022 and will consist of work from East Fordham Road to East 19<sup>th</sup> Street.

**Vision Zero.** The Preliminary Capital Commitment Plan added an additional \$117.8 million for Vision Zero related projects. Overall, between Fiscal 2014 and Fiscal 2029, \$3 billion in citywide capital funds will be dedicated to Vision Zero.

**Pedestrian Ramp Program.** As an ongoing project, DOT has been installing pedestrian ramps at street corners in order to become compliant with the Americans with Disability Act. The Preliminary Capital Commitment Plan includes an additional \$160.4 million for sidewalk construction, with a significant share of funding being allocated towards the Accessible Pedestrian Ramp Program. Overall, between Fiscal 2020 and Fiscal 2029, \$1.6 billion will be committed to the Accessible Pedestrian Ramp program, plus prior year commitments not currently within the plan period.

**4<sup>th</sup> Avenue Safety Improvements.** The Preliminary Capital Commitment Plan includes \$196.1 million for safety improvements along 4<sup>th</sup> Avenue in Brooklyn. Improvements will be implemented in two phases, Phase A will commit \$48.5 million in Fiscal 2020 and \$4.4 million in Fiscal 2022, while Phase B will commit \$139.1 million in Fiscal 2023.

**South Brooklyn Crosstown SBS –** In the summer of 2018, DOT launched a ten-mile Select Bus Service on the B82 bus route. The Preliminary Capital Commitment Plan for Fiscal 2020-2024 includes \$79.2 million for the B82 bus route project implementation.

**Performance Indicators**

According to the PMMR, in the first four months of Fiscal 2020, DOT resurfaced 609.7 lane miles, 94.2 miles fewer than in the first four months of Fiscal 2019, but still on track to reach the Agency’s goal

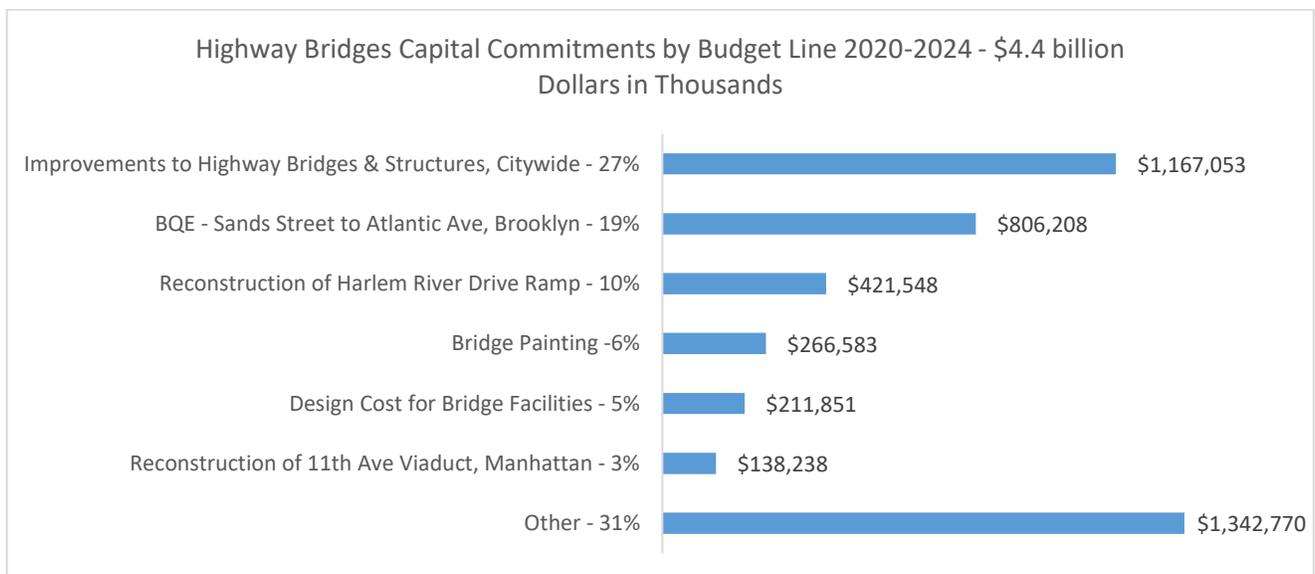
of 1,100 lane miles resurfaced annually. DOT did not disclose what percentage of streets maintained a pavement rating of “good” in Fiscal 2019. In Fiscal 2018, 72 percent of streets maintained a pavement rating of “good”, a two percent increase from Fiscal 2017.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★Streets maintained with a pavement rating of - Good (%)	69.8%	71.5%	NA	71.0%	71.0%	NA	NA
- Fair (%)	29.6%	28.0%	NA	*	*	NA	NA
- Poor (%)	0.6%	0.6%	NA	*	*	NA	NA
Lane miles resurfaced citywide	1,321.20	1,321.90	1,324.00	*	*	703.9	609.7
Average cost per lane mile resurfaced citywide (\$)	\$152,192	\$161,406	\$158,620	*	*	NA	NA
Average in-house cost of asphalt per ton (\$)	\$44.91	\$43.39	\$48.75	*	*	NA	NA
Average Vendor cost of asphalt per ton (\$)	\$57.25	\$62.86	\$66.52	*	*	NA	NA
★Critical Indicator "NA" Not Available in this report * No Target							

**DOT Highway Bridges**

The DOT Preliminary Capital Commitment Plan for Fiscal 2020-2024 includes \$4.4 billion for Highway Bridges (including City and Non-City funds). The funding for bridges in the Plan is \$10.7 million, five percent, less in Fiscal 2020 than projected in the Adopted Capital Commitment Plan. Overall, the Preliminary Capital Commitment Plan funding for bridges in Fiscal 2020-2024 is \$1.3 billion less than the Adopted Plan, a decrease of nearly 23 percent. This change is primarily due to the shifting of \$747.9 million to the outyears for the Brooklyn-Queens Expressway (BQE) Cantilever project.

The DOT’s Highway Bridges category contains a total of 140 budget lines and 304 individual projects. The majority of the planned capital spending is allocated for the Improvements to Highway Bridges & Structures Citywide budget line at \$1.2 billion, which represents 27 percent of the Highway Bridges capital budget and 11 percent of the Agency’s total capital commitment plan. Other large capital budget lines include: BQE – Sands Street to Atlantic Avenue, Brooklyn at \$806.2 million, Reconstruction of the Harlem River Drive Ramp at \$421.5 million, Bridge Painting at \$266.6 million, Design Cost for Bridge Facilities at \$211.9 million, and Reconstruction of the 11<sup>th</sup> Ave Viaduct over LIRR West Side Yard in Manhattan, at \$138.2 million.



**Brooklyn-Queens Expressway.** On February 24, 2020, the Council released the findings of a report titled, The Future of the BQE, under the guidance of Arup, a leading engineering and design firm, to look at alternatives to repair the Brooklyn-Queens Expressway Cantilever. The Council’s report identified two viable options, at a cost of between \$5 and \$11 billion over 10-years. First, it identified a capped highway, in which the highway is reconstructed at-grade, and then capped with an expansion of the Brooklyn Bride Park, and second, a tunnel bypass with surface boulevard.

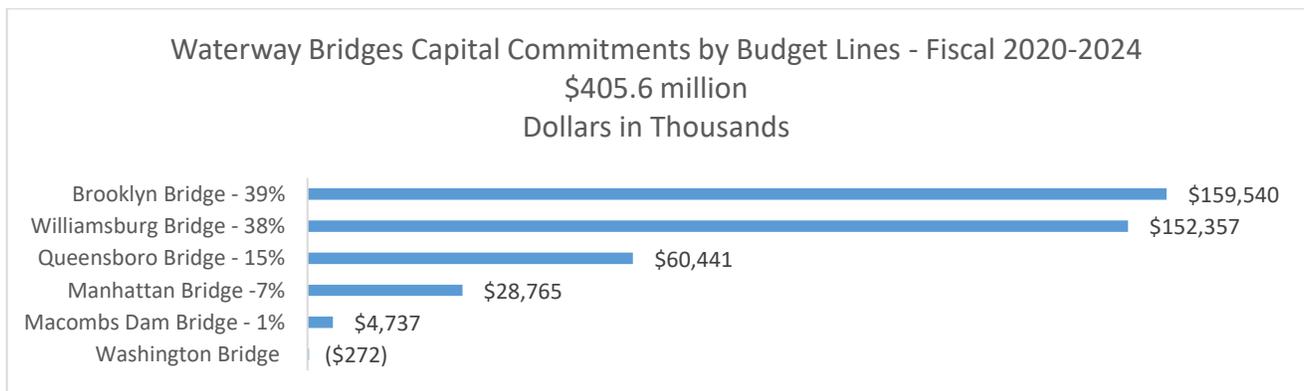
Similarly, in April 2019, the Administration commissioned a panel to evaluate the reconstruction of the BQE. Upon release of the report in January 2020, the panel recommended a reduction in highway lanes and that work begin immediately.

Due to delays and the uncertain future of the BQE Cantilever project, DOT has shifted \$747.9 million in capital funding into the outyears for the project. The Department’s current commitment of \$806.2 million will be used to make any near-term repairs needed on the highway bridge. However, the original committed amount of \$1.6 billion remains partially in the outyears.

**DOT Waterway Bridges**

The Preliminary Capital Commitment Plan for Fiscal 2020-2024 includes \$405.6 million for Waterway Bridges (including City and Non-City funds). The Preliminary Capital Commitment Plan funding for Waterway Bridges in Fiscal 2020-2024 is \$279.4 million less, or 41 percent, than the Adopted Capital Plan. This reduction was primarily due to a shifting of \$138.5 million in capital funding into the outyears for Queensboro Bridge Rehabilitation and an inadvertent budgeting error that resulted in \$135.5 million being taken away from reconstruction of the Williamsburg Bridge. The Office of Management and Budget reports that this funding will be placed back into the Capital Commitment Plan in the Executive Budget.

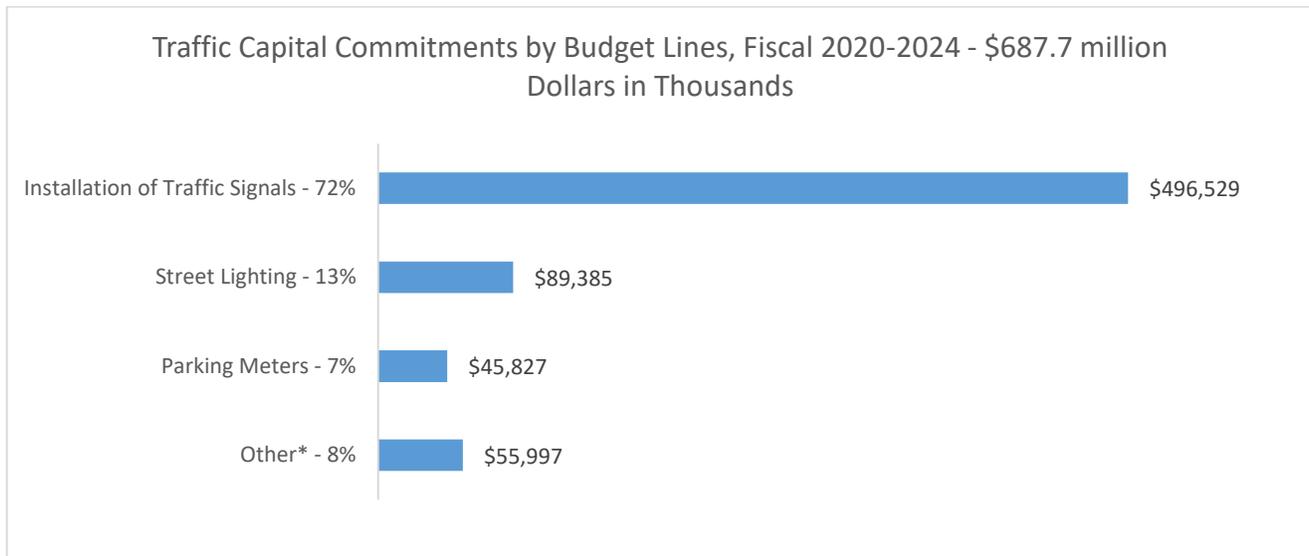
The Waterway Bridge category contains a total of nine budget lines and 26 individual projects. Funding is allocated primarily to the four East River Bridges, with the rehabilitation of the Brooklyn Bridge comprising of the most capital spending at \$159.5 million, or 39 percent of the Waterway Bridges budget. The Williamsburg, Queensboro/Ed Koch, and Manhattan Bridges each comprise of 38 percent, 15 percent, and seven percent of the planned capital commitments, respectively. The Macombs Dam Bridge crossing the Harlem River is allocated \$4.7 million.



**DOT Traffic**

The Preliminary Capital Commitment Plan for Fiscal 2020-2024 includes \$687.7 million for DOT Traffic (including City and Non-City funds). Funding for DOT Traffic is \$16.2 million, or seven percent, greater in Fiscal 2020 than projected in the Adopted Capital Commitment Plan. Overall, the Preliminary Capital Commitment Plan funding for traffic in Fiscal 2020-2024 is \$28.2 million less than in the Adopted Plan.

The DOT’s Traffic category contains a total of 16 budget lines and 285 individual projects. The majority of the category’s planned spending is allocated for the Installation of Traffic Signals, at \$496.5 million, or 72 percent of the total for traffic. This is followed by Street Lighting, which comprises 13 percent of the capital commitment plan for traffic at \$89.4 million, and Parking Meters, which comprises seven percent of the capital commitment plan for traffic at \$45.8 million.

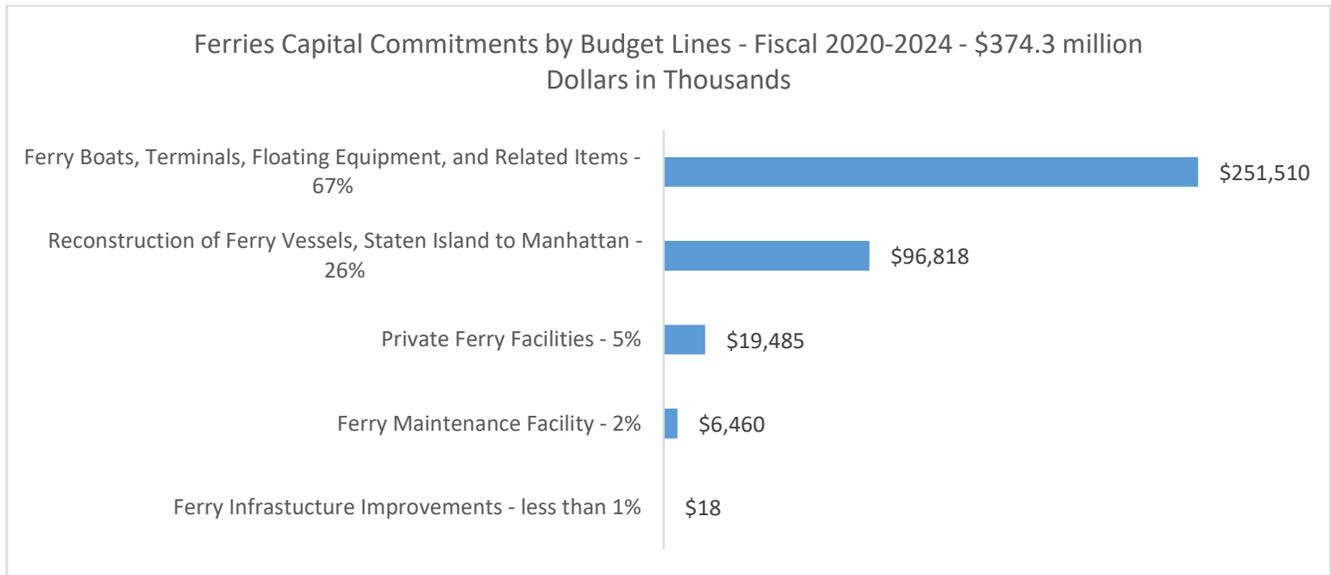


\*Other consists of Signage, Bus Rapid Transit, Off-Street Parking Facilities, Streetscape Improvements, and Traffic Improvements

**DOT Ferries**

The Preliminary Capital Commitment Plan for Fiscal 2020-2024 includes \$374.3 million for DOT Ferries (including City and Non-City funds). The Plan for Fiscal 2020 is \$3.7 million, or 11 percent, greater than was projected in the Adopted Capital Commitment Plan. Overall, the Preliminary Capital Commitment Plan for DOT Ferries in Fiscal 2020-2024 is \$8.3 million less than the Adopted Plan, a decrease of two percent.

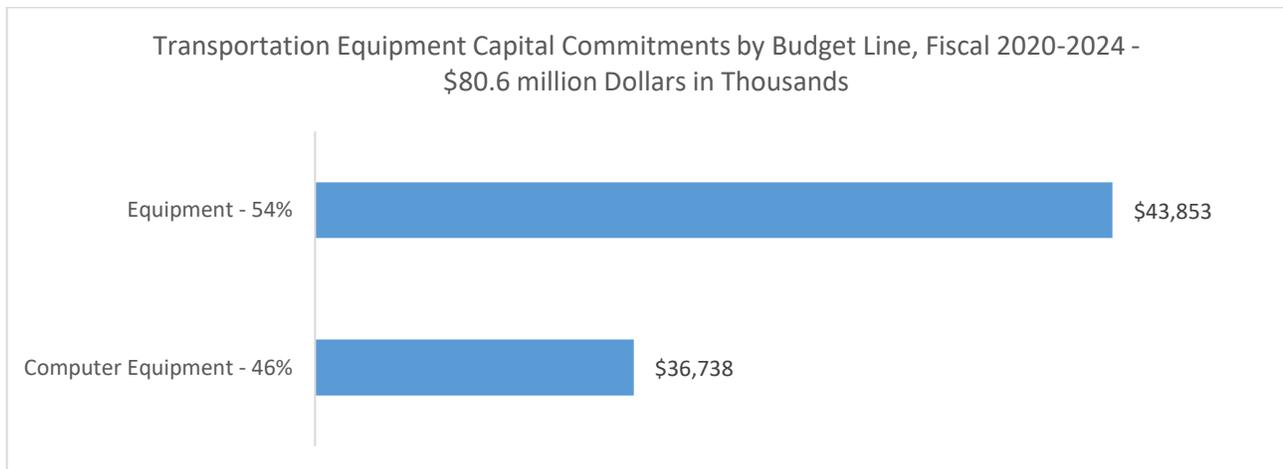
The DOT Ferries category contains a total of five budget lines and 77 individual projects. The majority of the category’s planned spending is allocated to Ferry Boats, Terminals, and Stops at \$251.5 million, or 67 percent of the category’s total capital commitment. The reconstruction of ferry vessels, Staten Island to Manhattan is budgeted at \$96.8 million, or 26 percent of the category’s total capital commitment.



**DOT Transportation Equipment**

The Preliminary Capital Commitment Plan for Fiscal 2020-2024 includes \$80.6 million for DOT Transportation Equipment (including City and Non-City funds). The Plan is \$3.5 million, or 11 percent, less in Fiscal 2020 than projected in the Adopted Capital Commitment Plan. Overall, the Preliminary Capital Commitment Plan for Fiscal 2020-2024 is \$15 million less than the Adopted Plan, a decrease of 16 percent.

The DOT’s Transportation Equipment category contains two budget lines and 47 individual projects. \$43.9 million, or 54 percent of the capital commitment plan is allocated for the purchase of equipment. The other 46 percent, or 36.7 million is allocated for the purchase of computer equipment.



## Appendices

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

<i>Dollars in Thousands</i>	FY 2020			FY 2021		
	City	Non-City	Total	City	Non-City	Total
<b>DOT Budget as of the Adopted 2020 Budget</b>	<b>\$664,624</b>	<b>\$439,612</b>	<b>\$1,104,236</b>	<b>\$660,201</b>	<b>\$389,182</b>	<b>\$1,049,383</b>
<b>New Needs</b>						
Backup Cameras and Rain-Gear	\$0	\$0	\$0	\$3,064	\$0	\$3,064
Better Buses Action Plan	2,954	422	3,375	11,877	0	11,877
Green Wave - Bike Safety Plan	5,597	0	5,597	3,692	0	3,692
Lease Funding	3,455	0	3,455	402	0	402
Master Plan Studies and Outreach	1,750	0	1,750	36,118	0	36,118
Review of sidewalk violations caused by street tree damage	806	0	806	0	0	0
Speed Camera Program Expansion	6,706	0	6,706	0	0	0
<b>Subtotal New Needs</b>	<b>\$21,267</b>	<b>\$422</b>	<b>\$21,689</b>	<b>\$55,153</b>	<b>\$0</b>	<b>\$55,153</b>
<b>Other Adjustments</b>						
\$ Only - SIM Mega -GA-1	\$0	\$4,822	\$4,822	\$0	\$0	\$0
Agency Phone Plan Review	(44)	0	(44)	(88)	0	(88)
Beacon Tech Vision Impaired	0	600	600	0	0	0
BEPA/DOT consultants	0	702	702	0	0	0
BEPA/DOT consultants Tast #4	0	9	9	0	0	0
Bicycle Network Development	0	5,152	5,152	0	0	0
Bridge Inspections Program	0	1,000	1,000	0	0	0
Bus Stops Under the EL	0	50	50	0	0	0
CITS-Coordnatd Intel Transp Sy	0	53	53	0	0	0
City Council funded initiatives	10	0	10	0	0	0
Collective Bargaining Cement Masons	94	0	94	94	0	94
Collective Bargaining CSBA	101	0	101	111	0	111
Collective Bargaining DC37 HPPT	29	0	29	38	0	38
Collective Bargaining for Crane Operators	30	61	90	30	61	90
Collective Bargaining for Gasoline Roller Engineers	45	919	964	45	921	966
Collective Bargaining for Marine Titles	1,519	0	1,519	2,018	0	2018
Collective Bargaining IFA		602	602		692	692
Collective Bargaining L237	687	0	687	1,339	0	1339
Collective Bargaining L246	379	0	379	454	0	454
Collective Bargaining Motor Grade Operators and Tractor Operators	113	405	518	113	405	518
Congestion Pricing New Need	0	3,899	3,899	0	0	0
Connected Vehicles Phase 2 &3	0	4,000	4,000	0	0	0
DC37 Equity Panel	670	0	670	718	0	718
Energy Peronnel	0	86	86	0	0	0
ExCEL Projects	0	712	712	0	0	0
Federal Funding for the Traffic Management Center	(3,745)	3,745	0	(745)	745	0
Fleet Hiring Delay	(191)	0	(191)	(111)	0	(111)
FY20 CHIPS-Lighting Maint	0	10,458	10,458	0	0	0
FY20 SubRegional Traffic-True UP	0	698	698	0	0	0
FY21 - CHIPS Lighting Maint	0	0	0	0	10,174	10174
Hiring Delay	0	(15,008)	(15,008)	0	0	0
Hiring Delays	(475)	0	(475)	0	0	0
Hunts Point Diesel Emission Red	0	1,151	1,151	0	0	0
Intall Hoop Racks - CHIPS	0	606	606	0	0	0
Janitorial Contract Insourcing	0	0	0	(792)	0	(792)
Markings Contract Capacity Reduction	(810)	0	(810)	(850)	0	(850)
Muni Plug In & Adv Vehicles	0	181	181	0	0	0
New York City Greenways	0	121	121	0	0	0
Off Hour Deliveries	0	75	75	0	0	0
Raisd Crsswalk&Intersection-FY20	0	25	25	0	0	0
Recalibrate IFA Indirect Budget Code	0	151	151	0	302	302

<i>Dollars in Thousands</i>	FY20			FY21		
	City	Non-City	Total	City	Non-City	Total
<b>Other Adjustments</b>						
Reorganize Customer Service and Language Access Group	(\$116)	\$0	(\$116)	(\$160)	\$0	(\$160)
Safe Steps to Transit	0	155	155	0	0	0
Safe Strs for Seniors-Wayfinding	0	100	100	0	0	0
School Safety - CHIPS	0	1,820	1,820	0	0	0
Seattle Smrt Share Moblty-FY20	0	407	407	0	0	0
Smart Choice	0	575	575	0	0	0
St George Passngr Slp Wire Rpe	0	600	600	0	0	0
Transit Signal Priority	0	691	691	0	0	0
Transp Access Vision Impairmnt	0	40	40	0	0	0
VisionZero Education Initiatve	0	457	457	0	0	0
Wayfinding - 5310	0	68	68	0	0	0
Wayfinding - New Freedom	0	255	255	0	0	0
Wayfinding - Use it or Lose it	0	950	950	0	0	0
<b>Subtotal - Other Adjustments</b>	<b>(\$1,703)</b>	<b>\$31,391</b>	<b>\$29,688</b>	<b>\$2,215</b>	<b>\$13,300</b>	<b>\$15,515</b>
<b>TOTAL, All Changes</b>	<b>\$19,564</b>	<b>\$31,813</b>	<b>\$51,377</b>	<b>\$57,368</b>	<b>\$13,300</b>	<b>\$70,668</b>
<b>DOT Budget as of the Preliminary 2021 Budget</b>	<b>\$684,188</b>	<b>\$471,425</b>	<b>\$1,155,614</b>	<b>\$717,569</b>	<b>\$402,482</b>	<b>\$1,120,052</b>

\*Continuation from previous page

### B: DOT Contract Budget

<b>DOT Fiscal 2021 Preliminary Contract Budget</b>				
<i>Dollars in Thousands</i>				
Category	Fiscal 2020 Adopted	Number of Contracts	Fiscal 2021 Preliminary	Number of Contracts
Cleaning Services	\$4,461	32	\$2,757	32
Contractual Services - General	27,809	89	41,433	89
Data Processing Equipment Maintenance	1,098	29	1,098	29
Costs Associated with Financing	12,746	2	12,911	2
Maintenance and Operation of Infrastructure	163,524	64	205,069	64
Maintenance and Repairs - General	15,599	113	15,631	113
Maintenance and Repairs - Motor Vehicle Equip	1,697	27	1,697	27
Office Equipment Maintenance	303	95	303	95
Printing Services	251	19	251	19
Prof. Services - Computer Services	6,402	10	4,979	10
Prof. Services - Engineering and Architectural Services	6,500	7	1,765	7
Prof. Services - Other	7,496	13	7,768	13
Security Services	22,525	7	22,553	7
Telecommunications Maintenance	28,110	22	18,461	22
Temporary Services	91	4	91	4
Training Program for City Employees	471	45	513	45
Transportation Expenditures	170	3	170	3
<b>TOTAL</b>	<b>\$299,253</b>	<b>581</b>	<b>\$337,448</b>	<b>581</b>

**C: DOT Miscellaneous Revenue**

<b>DOT Miscellaneous Revenue Budget Overview</b>						
<i>Dollars in Thousands</i>						
Revenue Sources	2018	2019	2020	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2020	2021	2020 - 2021
Sidewalk Interruption Permits	\$15,819	\$16,467	\$14,500	\$14,500	\$14,500	\$0
Street Opening/Utility Permits	41,305	45,956	33,679	33,679	30,000	(\$3,679)
Intercity Bus Permits	232	239	56	56	56	\$0
Overwght/Oversize Truck Permits	2,031	2,012	1,950	1,950	1,950	\$0
Emergency Manhole Open. Permits	437	441	550	550	550	\$0
Franchises: Bus Stop & Other	57,035	58,468	59,622	59,622	61,281	\$1,659
Concession Rents	87	87	100	100	100	\$0
Revocable Consents	16,445	18,395	19,130	19,130	19,651	\$521
Electrical Transformers	41,144	42,039	42,954	42,954	43,889	\$935
Ferry Permits & Concessions	3,890	4,312	3,320	3,320	3,320	\$0
Damage to City Property	430	381	350	350	350	\$0
Back Chges, Jets & Raise Cast	2,824	2,540	2,971	2,971	2,971	\$0
Garages & Long Term Parking	8,495	8,851	10,138	7,246	10,216	\$78
Parking Meters	219,617	254,052	240,016	233,953	254,516	\$14,500
Record Search Fees	30	15	20	20	20	\$0
Gas Reimb, Maps, Bid Book Fees	324	365	115	115	115	\$0
DOT Sign Shop-Sale of Signs	290	261	250	250	250	\$0
<b>TOTAL</b>	<b>\$410,435</b>	<b>\$454,881</b>	<b>\$429,721</b>	<b>\$420,766</b>	<b>\$443,735</b>	<b>\$14,014</b>

**D: Program Areas****Bridge Engineering and Administration Budget Detail**

<b>Bridge Engineering and Administration</b>						
<i>Dollars in Thousands</i>						
	2018	2019	2020	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2020	2021	2020 - 2021
<b>Spending</b>						
<b>Personal Services</b>						
Full-Time Salaried - Civilian	\$23,195	\$24,742	\$30,043	\$29,602	\$29,833	(\$210)
Other Salaried and Unsalariad	342	380	34	34	37	2
Additional Gross Pay	1,027	1,018	906	906	906	0
Overtime - Civilian	735	698	144	144	144	0
Fringe Benefits	0	0	1	1	1	0
Amounts to be Scheduled						0
<b>Subtotal</b>	<b>\$25,299</b>	<b>\$26,839</b>	<b>\$31,128</b>	<b>\$30,687</b>	<b>\$30,921</b>	<b>(\$207)</b>
<b>Other Than Personal Services</b>						
Supplies and Materials	\$312	\$432	\$255	\$467	\$255	\$0
Fixed and Misc. Charges	0	0	26	14	26	0
Property and Equipment	92	104	283	326	283	0
Other Services and Charges	130	85	621	592	621	0
Contractual Services	1,879	823	1,123	1,135	1,123	0
<b>Subtotal</b>	<b>\$2,413</b>	<b>\$1,443</b>	<b>\$2,309</b>	<b>\$2,534</b>	<b>\$2,309</b>	<b>\$0</b>
<b>TOTAL</b>	<b>\$27,712</b>	<b>\$28,281</b>	<b>\$33,437</b>	<b>\$33,221</b>	<b>\$33,230</b>	<b>(\$207)</b>
<b>Funding</b>						
City Funds			\$7,830	\$7,614	\$7,442	(\$387)
Other Categorical			0	0	0	0
Capital- IFA			25,249	25,249	25,429	180
State			83	83	83	0
Federal - Other			276	276	276	0
Intra City			0	0	0	0
<b>TOTAL</b>	<b>\$27,712</b>	<b>\$28,281</b>	<b>\$33,437</b>	<b>\$33,221</b>	<b>\$33,230</b>	<b>(\$207)</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Civilian	264	280	319	319	319	0
<b>TOTAL</b>	<b>294</b>	<b>294</b>	<b>319</b>	<b>319</b>	<b>319</b>	<b>0</b>

\*The difference of Fiscal 2020 Adopted Budget compared to Fiscal 2021 Preliminary Budget.

## Bridge Maintenance, Repair and Operations Budget Detail

<b>Bridge Maintenance, Repair &amp; Operations</b>						
<i>Dollars in Thousands</i>						
	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>2020</b>	<b>2021</b>	<b>2020 - 2021</b>
<b>Spending</b>						
<b>Personal Services</b>						
Full-Time Salaried - Civilian	\$36,381	\$36,900	\$39,904	\$40,821	\$41,266	\$1,362
Other Salaried and Unsalariated	1,368	1,350	107	107	119	12
Additional Gross Pay	2,312	2,562	852	852	852	0
Overtime - Civilian	6,375	7,051	6,617	6,617	6,617	0
Fringe Benefits	3,612	2,478	3,181	3,181	3,181	0
Amounts to be Scheduled	0	0	0	0	0	0
<b>Subtotal</b>	<b>\$50,048</b>	<b>\$50,340</b>	<b>\$50,661</b>	<b>\$51,579</b>	<b>\$52,036</b>	<b>\$1,374</b>
<b>Other Than Personal Services</b>						
Supplies and Materials	\$2,026	\$2,543	\$3,644	\$3,304	\$3,644	\$0
Fixed and Misc. Charges	0	2	6	3	6	0
Property and Equipment	483	473	551	645	551	0
Other Services and Charges	392	590	3,890	2,870	4,077	187
Contractual Services	15,196	18,498	21,955	23,942	18,979	(2,976)
<b>Subtotal</b>	<b>\$18,098</b>	<b>\$22,106</b>	<b>\$30,045</b>	<b>\$30,763</b>	<b>\$27,256</b>	<b>(\$2,789)</b>
<b>TOTAL</b>	<b>\$68,146</b>	<b>\$72,446</b>	<b>\$80,707</b>	<b>\$82,342</b>	<b>\$79,292</b>	<b>(\$1,415)</b>
<b>Funding</b>						
City Funds			\$51,136	\$51,693	\$50,231	(\$905)
Other Categorical			125	125	125	0
Capital- IFA			1,947	2,026	2,037	90
State			7,070	7,070	6,465	(604)
Federal - Other			18,612	19,612	18,612	0
Intra City			1,817	1,817	1,821	4
<b>TOTAL</b>	<b>\$68,146</b>	<b>\$72,446</b>	<b>\$80,707</b>	<b>\$82,342</b>	<b>\$79,292</b>	<b>(\$1,415)</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Civilian	440	434	486	486	486	0
<b>TOTAL</b>	<b>406</b>	<b>434</b>	<b>486</b>	<b>486</b>	<b>486</b>	<b>0</b>

\*The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.

**DOT Management & Administration**

<b>DOT Management &amp; Administration</b>						
<i>Dollars in Thousands</i>						
	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>2020</b>	<b>2021</b>	<b>2020 - 2021</b>
<b>Spending</b>						
<b>Personal Services</b>						
Full-Time Salaried - Civilian	\$42,866	\$46,844	\$42,655	\$43,441	\$43,506	\$851
Other Salaried and Unsalariated	2,190	2,435	1,310	1,310	1,327	17
Additional Gross Pay	1,124	1,741	650	655	655	5
Overtime - Civilian	1,709	1,464	941	1,157	1,157	216
P.S. Other	(98)	(42)	0	0	0	0
Fringe Benefits	9	4	10	10	10	0
Amounts to be Scheduled	0	0	0	0	0	0
<b>Subtotal</b>	<b>\$47,799</b>	<b>\$52,447</b>	<b>\$45,567</b>	<b>\$46,573</b>	<b>\$46,656</b>	<b>\$1,089</b>
<b>Other Than Personal Services</b>						
Supplies and Materials	\$916	\$1,606	\$896	\$801	\$753	(\$143)
Fixed and Misc Charges	166	217	100	220	100	0
Property and Equipment	829	888	623	641	620	(3)
Other Services and Charges	13,378	12,138	16,355	16,793	15,760	(596)
Contractual Services	5,619	7,764	9,439	10,512	7,605	(1,834)
<b>Subtotal</b>	<b>\$20,908</b>	<b>\$22,614</b>	<b>\$27,413</b>	<b>\$28,967</b>	<b>\$24,838</b>	<b>(\$2,575)</b>
<b>TOTAL</b>	<b>\$68,707</b>	<b>\$75,060</b>	<b>\$72,980</b>	<b>\$75,540</b>	<b>\$71,494</b>	<b>(\$1,486)</b>
<b>Funding</b>						
City Funds			\$60,174	\$61,657	\$58,445	(\$1,729)
Other Categorical			253	253	211	(42)
Capital- IFA			5,622	5,119	5,780	159
State			5,443	5,918	5,570	127
Federal - Other			1,488	2,594	1,488	0
Intra City			0	0	0	0
<b>TOTAL</b>	<b>\$68,707</b>	<b>\$75,060</b>	<b>\$72,980</b>	<b>\$75,540</b>	<b>\$71,494</b>	<b>(\$1,486)</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Civilian	548	559	525	545	529	4
<b>TOTAL</b>	<b>548</b>	<b>559</b>	<b>525</b>	<b>545</b>	<b>529</b>	<b>4</b>

\*The difference of Fiscal 2020 Adopted Budget compared to Fiscal 2021 Preliminary Budget.

**DOT Vehicles, Facilities Management & Maintenance**

<b>DOT Vehicles, Facilities Management &amp; Maintenance</b>						
<i>Dollars in Thousands</i>						
	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>2020</b>	<b>2021</b>	<b>2020 - 2021</b>
<b>Spending</b>						
<b>Personal Services</b>						
Full-Time Salaried - Civilian	\$10,662	\$12,060	\$16,456	\$16,217	\$16,753	\$297
Other Salaried and Unsalari ed	223	266	52	52	53	2
Additional Gross Pay	364	488	142	142	142	0
Overtime - Civilian	1,752	1,889	2,021	2,065	2,190	169
Fringe Benefits	429	253	249	249	249	0
Amounts to be Scheduled						0
<b>Subtotal</b>	<b>\$13,429</b>	<b>\$14,956</b>	<b>\$18,920</b>	<b>\$18,724</b>	<b>\$19,387</b>	<b>\$467</b>
<b>Other Than Personal Services</b>						
Supplies and Materials	\$2,931	\$3,458	\$3,211	\$3,918	\$3,235	\$24
Fixed and Misc Charges	7,735	7,339	2	9	2	0
Property and Equipment	1,872	666	540	1,606	561	22
Other Services and Charges	26,864	29,403	34,970	37,709	38,490	3,521
Contractual Services	8,165	7,614	5,882	7,063	5,981	99
<b>Subtotal</b>	<b>\$47,567</b>	<b>\$48,479</b>	<b>\$44,605</b>	<b>\$50,304</b>	<b>\$48,270</b>	<b>\$3,665</b>
<b>TOTAL</b>	<b>\$60,997</b>	<b>\$63,435</b>	<b>\$63,524</b>	<b>\$69,028</b>	<b>\$67,657</b>	<b>\$4,132</b>
<b>Funding</b>						
City Funds			\$61,275	\$66,265	\$65,352	\$4,078
Other Categorical						0
Capital- IFA			1,361	547	1,359	(3)
State			366	423	423	57
Federal - Other			522	1,793	522	0
Intra City						0
<b>TOTAL</b>	<b>\$60,997</b>	<b>\$63,435</b>	<b>\$63,524</b>	<b>\$69,028</b>	<b>\$67,657</b>	<b>\$4,132</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Civilian	136	162	218	217	215	(3)
<b>TOTAL</b>	<b>136</b>	<b>162</b>	<b>218</b>	<b>217</b>	<b>215</b>	<b>(3)</b>

*\*The difference of Fiscal 2020 Adopted Budget compared to Fiscal 2021 Preliminary Budget.*

**Ferry Administration & Surface Transit**

<b>Ferry Administration &amp; Surface Transit</b>						
<i>Dollars in Thousands</i>						
	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>2020</b>	<b>2021</b>	<b>2020 - 2021</b>
<b>Spending</b>						
<b>Personal Services</b>						
Full-Time Salaried - Civilian	\$2,837	\$3,181	\$3,550	\$3,799	\$3,814	\$0
Other Salaried and Unsalari ed	88	96	33	33	34	0
Additional Gross Pay	66	81	290	291	291	1
Overtime - Civilian	118	87	136	136	136	0
Fringe Benefits	1	1	1	1	1	0
Amounts to be Scheduled	0	0	0	0	0	0
<b>Subtotal</b>	<b>\$3,110</b>	<b>\$3,446</b>	<b>\$4,010</b>	<b>\$4,260</b>	<b>\$4,275</b>	<b>\$265</b>
<b>Other Than Personal Services</b>						
Supplies and Materials	\$25	\$34	\$35	\$45	\$35	\$0
Fixed and Misc Charges						0
Property and Equipment	3	27	13	11	13	0
Other Services and Charges	86	17	184	199	184	0
Contractual Services	90	0	3	408	3	0
<b>Subtotal</b>	<b>\$203</b>	<b>\$78</b>	<b>\$235</b>	<b>\$663</b>	<b>\$235</b>	<b>\$0</b>
<b>TOTAL</b>	<b>\$3,313</b>	<b>\$3,525</b>	<b>\$4,245</b>	<b>\$4,923</b>	<b>\$4,510</b>	<b>\$265</b>
<b>Funding</b>						
City Funds			\$3,788	\$4,059	\$4,053	\$265
Other Categorical			0	0	0	0
Capital- IFA			0	0	0	0
State			0	0	0	0
Federal - Other			457	864	457	0
Intra City			0	0	0	0
<b>TOTAL</b>	<b>\$3,313</b>	<b>\$3,525</b>	<b>\$4,245</b>	<b>\$4,923</b>	<b>\$4,510</b>	<b>\$265</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Civilian	29	35	37	37	37	1
<b>TOTAL</b>	<b>29</b>	<b>35</b>	<b>37</b>	<b>37</b>	<b>37</b>	<b>1</b>

*\*The difference of Fiscal 2020 Adopted Budget compared to Fiscal 2021 Preliminary Budget.*

**Municipal Ferry Operation & Maintenance**

<b>Municipal Ferry Operation &amp; Maintenance</b>						
<i>Dollars in Thousands</i>						
	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>2020</b>	<b>2021</b>	<b>2020 - 2021</b>
<b>Spending</b>						
<b>Personal Services</b>						
Full-Time Salaried - Civilian	\$37,236	\$37,534	\$43,126	\$44,575	\$45,928	\$2,802
Other Salaried and Unsalariated	348	408	160	168	172	12
Additional Gross Pay	3,948	4,223	1,888	1,887	1,887	(1)
Overtime - Civilian	17,020	15,768	13,389	13,389	13,464	75
Fringe Benefits	536	581	387	387	387	0
<b>Subtotal</b>	<b>\$59,089</b>	<b>\$58,514</b>	<b>\$58,949</b>	<b>\$60,405</b>	<b>\$61,838</b>	<b>\$2,889</b>
<b>Other Than Personal Services</b>						
Supplies and Materials	\$13,239	\$14,485	\$16,372	\$16,899	\$16,392	\$20
Fixed and Misc Charges	25	24	12	22	12	0
Property and Equipment	411	294	338	323	338	0
Other Services and Charges	99	122	48	141	48	0
Contractual Services	25,876	30,470	25,222	25,297	23,543	(1,679)
<b>Subtotal</b>	<b>\$39,650</b>	<b>\$45,394</b>	<b>\$41,992</b>	<b>\$42,682</b>	<b>\$40,334</b>	<b>(\$1,659)</b>
<b>TOTAL</b>	<b>\$98,739</b>	<b>\$103,908</b>	<b>\$100,941</b>	<b>\$103,087</b>	<b>\$102,171</b>	<b>\$1,230</b>
<b>Funding</b>						
City Funds			\$58,511	\$60,057	\$59,724	\$1,213
Other Categorical			0	0	0	0
Capital- IFA			1,623	1,623	1,640	17
State			35,589	35,589	35,589	0
Federal - Other			4,144	4,744	4,144	0
Intra City			1,075	1,075	1,075	0
<b>TOTAL</b>	<b>\$98,739</b>	<b>\$103,908</b>	<b>\$100,941</b>	<b>\$103,087</b>	<b>\$102,171</b>	<b>\$1,230</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Civilian	572	561	653	653	675	22
<b>TOTAL</b>	<b>572</b>	<b>561</b>	<b>653</b>	<b>653</b>	<b>675</b>	<b>22</b>

**Roadway Construction Coordination & Admin**

<b>Roadway Construction Coordination &amp; Admin</b>						
<i>Dollars in Thousands</i>						
	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>2020</b>	<b>2021</b>	<b>2020 - 2021</b>
<b>Spending</b>						
<b>Personal Services</b>						
Full-Time Salaried - Civilian	\$12,205	\$13,939	\$17,617	\$18,724	\$18,670	\$1,053
Other Salaried and Unsalari ed	958	1,231	925	925	933	8
Additional Gross Pay	585	594	364	367	367	2
Overtime - Civilian	1,083	1,436	1,240	1,386	1,392	152
Fringe Benefits	13	21	0	0	0	0
Amounts to be Scheduled						0
<b>Subtotal</b>	<b>\$14,844</b>	<b>\$17,221</b>	<b>\$20,146</b>	<b>\$21,402</b>	<b>\$21,362</b>	<b>\$1,215</b>
<b>Other Than Personal Services</b>						
Supplies and Materials	\$213	\$579	\$133	\$152	\$133	\$0
Fixed and Misc Charges	0	0	0	0	0	0
Property and Equipment	356	796	15	41	15	0
Other Services and Charges	43	48	32	76	37	5
Contractual Services	417	47	1,181	1,655	814	(367)
<b>Subtotal</b>	<b>\$1,028</b>	<b>\$1,470</b>	<b>\$1,361</b>	<b>\$1,925</b>	<b>\$999</b>	<b>(\$362)</b>
<b>TOTAL</b>	<b>\$15,872</b>	<b>\$18,690</b>	<b>\$21,507</b>	<b>\$23,327</b>	<b>\$22,361</b>	<b>\$854</b>
<b>Funding</b>						
City Funds			\$18,944	\$20,764	\$19,972	\$1,028
Other Categorical			186	186	0	(186)
Capital- IFA			1,799	1,799	1,811	12
State			287	287	287	0
Federal - Other			291	291	291	0
Intra City						0
<b>TOTAL</b>	<b>\$15,872</b>	<b>\$18,690</b>	<b>\$21,507</b>	<b>\$23,327</b>	<b>\$22,361</b>	<b>\$854</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Civilian	177	175	234	230	234	0
<b>TOTAL</b>	<b>177</b>	<b>175</b>	<b>234</b>	<b>230</b>	<b>234</b>	<b>0</b>

*\*The difference of Fiscal 2020 Adopted Budget compared to Fiscal 2021 Preliminary Budget.*

**Roadway Repair, Maintenance & Inspection**

<b>Roadway Repair, Maintenance &amp; Inspection</b>						
<i>Dollars in Thousands</i>						
	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>2020</b>	<b>2021</b>	<b>2020 - 2021</b>
<b>Spending</b>						
<b>Personal Services</b>						
Full-Time Salaried - Civilian	\$106,453	\$110,028	\$144,178	\$142,057	\$122,567	(\$21,612)
Other Salaried and Unsalariated	19,983	21,491	18,768	14,604	18,233	(535)
Additional Gross Pay	12,070	14,022	3,526	3,519	3,519	(7)
Overtime - Civilian	24,030	23,966	16,191	15,179	15,807	(384)
Fringe Benefits	589	605	519	519	519	0
Amounts to be Scheduled	0	0	0	0	0	0
<b>Subtotal</b>	<b>\$163,124</b>	<b>\$170,112</b>	<b>\$183,183</b>	<b>\$175,878</b>	<b>\$160,645</b>	<b>(\$22,539)</b>
<b>Other Than Personal Services</b>						
Supplies and Materials	\$74,248	\$83,255	\$83,205	\$71,718	\$63,299	(\$19,906)
Fixed and Misc Charges	3	3	5	7	5	0
Property and Equipment	3,533	4,552	2,467	4,175	611	(1,856)
Other Services and Charges	21,814	23,088	11,102	20,158	9,934	(1,167)
Contractual Services	13,105	11,661	18,020	17,901	18,778	758
<b>Subtotal</b>	<b>\$112,704</b>	<b>\$122,558</b>	<b>\$114,799</b>	<b>\$113,959</b>	<b>\$92,628</b>	<b>(\$22,171)</b>
<b>TOTAL</b>	<b>\$275,828</b>	<b>\$292,671</b>	<b>\$297,982</b>	<b>\$289,837</b>	<b>\$253,273</b>	<b>(\$44,709)</b>
<b>Funding</b>						
City Funds			\$61,276	\$60,035	\$63,694	\$2,418
Other Categorical			0	0	0	0
Capital- IFA			210,064	198,634	164,140	(45,924)
State			26,642	26,717	25,438	(1,204)
Federal - Other			0	4,451	0	0
Intra City			0	0	0	0
<b>TOTAL</b>	<b>\$275,828</b>	<b>\$292,671</b>	<b>\$297,982</b>	<b>\$289,837</b>	<b>\$253,273</b>	<b>(\$44,709)</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Civilian	1,318	1,358	1,462	1,488	1,467	5
<b>TOTAL</b>	<b>1,238</b>	<b>1,358</b>	<b>1,462</b>	<b>1,488</b>	<b>1,467</b>	<b>5</b>

*\*The difference of Fiscal 2020 Adopted Budget compared to Fiscal 2021 Preliminary Budget.*

**Traffic Operation & Maintenance**

<b>Traffic Operations &amp; Maintenance</b>						
<i>Dollars in Thousands</i>						
	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>2020</b>	<b>2021</b>	<b>2020 - 2021</b>
<b>Spending</b>						
<b>Personal Services</b>						
Full-Time Salaried - Civilian	\$72,827	\$74,753	\$87,029	\$90,060	\$93,072	\$6,043
Other Salaried and Unsalariated	1,402	1,473	1,016	1,016	1,027	11
Additional Gross Pay	4,710	5,669	1,548	1,544	1,581	33
Overtime - Civilian	11,221	13,141	7,816	8,016	6,724	(1,093)
Fringe Benefits	642	1,498	627	627	627	0
Amounts to be Scheduled						0
<b>Subtotal</b>	<b>\$90,801</b>	<b>\$96,536</b>	<b>\$98,037</b>	<b>\$101,264</b>	<b>\$103,030</b>	<b>\$4,994</b>
<b>Other Than Personal Services</b>						
Supplies and Materials	\$10,688	\$9,211	\$22,987	\$15,681	\$29,126	\$6,139
Fixed and Misc Charges	0	4	108	0	108	0
Property and Equipment	5,118	5,546	3,264	10,780	3,279	15
Other Services and Charges	59,927	68,180	61,838	76,054	63,333	1,495
Contractual Services	152,293	149,842	205,643	214,568	245,168	39,525
<b>Subtotal</b>	<b>\$228,025</b>	<b>\$232,784</b>	<b>\$293,840</b>	<b>\$317,082</b>	<b>\$341,014</b>	<b>\$47,174</b>
<b>TOTAL</b>	<b>\$318,826</b>	<b>\$329,319</b>	<b>\$391,876</b>	<b>\$418,346</b>	<b>\$444,044</b>	<b>\$52,168</b>
<b>Funding</b>						
City Funds			\$309,442	\$312,263	\$351,426	\$41,984
Other Categorical			1,036	4,935	1,036	0
Capital- IFA			16,736	16,955	17,257	522
State			27,523	37,722	37,438	9,915
Federal - Other			37,130	44,953	36,875	(255)
Intra City			10	1,518	12	2
<b>TOTAL</b>	<b>\$318,826</b>	<b>\$329,319</b>	<b>\$391,876</b>	<b>\$418,346</b>	<b>\$444,044</b>	<b>\$52,168</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Civilian	1135	1,092	1,310	1,347	1,364	54
<b>TOTAL</b>	<b>1145</b>	<b>1,092</b>	<b>1,310</b>	<b>1,347</b>	<b>1,364</b>	<b>54</b>

\*The difference of Fiscal 2020 Adopted Budget compared to Fiscal 2021 Preliminary Budget.

**Traffic Planning Safety & Administration**

<b>Traffic Planning Safety &amp; Administration</b>						
<i>Dollars in Thousands</i>						
	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>2020</b>	<b>2021</b>	<b>2020 - 2021</b>
<b>Spending</b>						
<b>Personal Services</b>						
Full-Time Salaried - Civilian	\$17,089	\$18,590	\$15,507	\$18,244	\$16,589	\$1,082
Other Salaried and Unsalari ed	441	330	137	137	139	2
Additional Gross Pay	468	583	1,097	1,110	1,110	13
Overtime - Civilian	710	585	442	644	628	186
Fringe Benefits	3	2	34	34	34	0
Amounts to be Scheduled	0	0	0	0	0	0
<b>Subtotal</b>	<b>\$18,711</b>	<b>\$20,090</b>	<b>\$17,217</b>	<b>\$20,169</b>	<b>\$18,499</b>	<b>\$1,282</b>
<b>Other Than Personal Services</b>						
Supplies and Materials	\$2,877	\$3,702	\$3,270	\$4,166	\$4,163	\$893
Fixed and Misc Charges	1	0	1	2	1	0
Property and Equipment	4,613	3,740	904	1,220	904	0
Other Services and Charges	1,381	5,001	4,859	3,085	2,999	(1,860)
Contractual Services	17,965	20,503	10,785	27,321	15,454	4,669
<b>Subtotal</b>	<b>\$26,838</b>	<b>\$32,947</b>	<b>\$19,819</b>	<b>\$35,794</b>	<b>\$23,521</b>	<b>\$3,702</b>
<b>TOTAL</b>	<b>\$45,548</b>	<b>\$53,037</b>	<b>\$37,036</b>	<b>\$55,962</b>	<b>\$42,020</b>	<b>\$4,984</b>
<b>Funding</b>						
City Funds			\$32,247	\$39,782	\$37,228	\$4,981
Other Categorical			0	0	0	0
Capital- IFA			302	302	305	3
State			1,643	3,721	1,643	0
Federal - Other			2,844	12,158	2,844	0
Intra City			0	0	0	0
<b>TOTAL</b>	<b>\$45,548</b>	<b>\$53,037</b>	<b>\$37,036</b>	<b>\$55,962</b>	<b>\$42,020</b>	<b>\$4,984</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Civilian	225	252	196	234	206	10
<b>TOTAL</b>	<b>238</b>	<b>252</b>	<b>196</b>	<b>234</b>	<b>206</b>	<b>10</b>

*\*The difference of Fiscal 2020 Adopted Budget compared to Fiscal 2021 Preliminary Budget.*