

**The City of New York
Executive Budget
Fiscal Year 2019**

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Citywide Savings Program

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Citywide Savings Program Overview

The Citywide Savings Program in the FY19 Executive Budget is the result of a collaborative effort between OMB and City agencies to reexamine internal processes and policies, use resources efficiently, and re-estimate expenses, all without sacrificing service delivery to New York City residents.

Stewardship of the City's finances is an ongoing process that requires long-term planning and a search for innovative solutions. Accordingly, OMB and Agency staff applied five strategies to drive savings: redesign business practices, reduce and repurpose assets, implement IT solutions, improve the use of City space and deployment of personnel, and maximize Federal, State, and Private grants and Miscellaneous revenue.

In the Executive Budget, OMB and City agencies have produced savings of \$754 million in FY18 and FY19. This is in addition to \$1.4 billion in the November Plan and Preliminary Budget, for a total of \$2.1 billion, through implementation of 337 initiatives that combine efficiencies, cautious budgeting, and responsible debt management. This builds on the City's commitment to savings including prior Savings Programs introduced in each year of this Administration, the historic restructuring of the City's decades-old health plans beginning in 2014, and more.

Fifteen of these savings initiatives are efficiencies that optimize resources or minimize waste. OMB will implement and track these along with the efficiency initiatives introduced in previous fiscal years.

In addition to the initiatives reported in these Savings Programs, OMB and City Agencies continue to look for ways to avoid or mitigate future costs.

Categories of Savings

Overview

There are a number of ways to achieve savings. At the highest level, savings can be separated into the following two categories:

- **Budget Savings** – An initiative that reduces any portion of the City budget.
- **Cost Avoidance** – A reduction in potential City spending that has not yet been budgeted, resulting in a lower added cost in the future. This type of savings cannot be reflected in the Financial Plan, but is important to controlling expenses.

Savings Classifications

Next, savings are classified by funding type. Some initiatives reduce the burden on City Tax Levy dollars, directly contributing to closing the “gap” between expenses and revenues. Others savings initiatives allow the City to borrow less by lowering the Capital budget, lead to lower debt service costs or a reduction in cost that go into the Water Rate. Additionally, savings are broken out by how they are generated.

There are three broad categories:

- **Efficiencies** – Active changes to agency practices that improve the City’s finances without reducing service levels. This can be achieved by lowering total spending (either as budget savings or cost avoidance), or by optimizing grant claiming and revenue collection.
- **Re-estimates** – Recognition of changing circumstances such as lower than expected costs, unforeseen delays, or higher than anticipated reimbursements. While these savings stem from external factors, identifying and realizing them is a crucial part of the City’s prudent budgeting.
- **Service Reductions** – Expense savings derived from scaling back programs, either because of insufficient performance or due to lacking necessary funds. *There are no service reductions in the current Citywide Savings Program.*

Understanding Efficiencies

Finally, savings efficiencies are further categorized by the manner in which they are achieved. This breakdown does not focus on the technical category of spending reduced, but rather the type of activity that ultimately led to the efficiency.

There are five categories of efficiencies, which are broken down further into sub-categories. The definitions for these are laid out on the following page along with some examples. Additionally, the back of this publication provides an index that matches all efficiencies in the Citywide Savings Program to a category/sub-category of savings.

Business Process Redesign – Improving the order, structure, and flow of agency operations

- Coordination:
 - Inter- and intra-agency coordination to consolidate resources and remove duplicative services/functions, such as centralizing support resources like IT, procurement and HR
 - Different management structures can lead to work being completed more efficiently, such as arranging work by functions (Matrix management) or strategic sourcing
- Procurement
 - Regular review of contracts (e.g. breaking up or consolidating, extending or bidding out) in order to achieve savings
 - Achieving economies of scale by incorporating supply and material costs for future projects into a single contract proposal rather than purchasing through separate contracts

Reduce and Repurpose – Optimizing the use of physical goods and commodities

- Energy / Utilities: Reviewing energy usage and leveraging new technology
- Hardware / Resources: Analyzing hardware replacement vs. maintenance and developing a preventative maintenance program
- Paper / Digitization: Reducing waste by digitizing paper-based services

IT Solutions – Using technology to improve efficiency

- IT / Telecom:
 - Regular review of replacement schedules with cost analysis of replacement versus maintenance costs
 - Regular review of phone plans, software subscriptions, etc.

People and Space – Improving the deployment of staff and the usage of their workspace

- Space: Consolidating the City's space footprint, planning for future needs through central review
- Staffing: Making use of shifts and evaluating work locations and needs
- Insourcing: Shifting long-term tasks from contractors to City staff whenever possible

Reimbursements – Maximizing Federal, State, and Private grants and Miscellaneous revenue

- Grants: Maximizing State/Federal funding for City services and maintaining a robust legislative agenda
- Revenue: Streamlining public-facing processes to increase revenue or decrease staff time

I.

Summary Tables

Table 1
FY19 November: Summary By Agency

\$ in 000's

	# of Initiatives	Current Proposals				
		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Uniformed Forces						
Police Department	1	(\$ 19,595)	-	-	-	-
Department of Sanitation	4	(\$ 6,823)	(\$ 5,516)	-	-	-
Subtotal	5	(\$ 26,419)	(\$ 5,516)	-	-	-
Health and Welfare						
Department of Social Services	1	(\$ 5,000)	(\$ 5,000)	(\$ 5,000)	(\$ 5,000)	(\$ 5,000)
Department for the Aging	1	(\$ 1,000)	-	-	-	-
Department of Youth & Community Development	1	(\$ 3,000)	-	-	-	-
Department of Health & Mental Hygiene	1	(\$ 1,707)	(\$ 1,707)	(\$ 1,707)	(\$ 1,707)	(\$ 1,707)
Subtotal	4	(\$ 10,707)	(\$ 6,707)	(\$ 6,707)	(\$ 6,707)	(\$ 6,707)
Other Agencies						
Department of Environmental Protection	8	(\$ 12,243)	(\$ 12,017)	(\$ 747)	(\$ 747)	(\$ 747)
Department of Transportation	7	(\$ 3,645)	(\$ 4,355)	(\$ 4,355)	(\$ 4,168)	(\$ 3,608)
Department of Information Technology & Telecom.	3	(\$ 4,302)	(\$ 3,951)	(\$ 236)	(\$ 236)	(\$ 236)
Department of Buildings	1	(\$ 1,850)	(\$ 1,650)	(\$ 1,650)	(\$ 1,650)	(\$ 1,650)
Department of Parks and Recreation	3	(\$ 2,500)	(\$ 2,500)	-	-	-
Law Department	2	(\$ 2,017)	(\$ 1,979)	-	-	-
Office of the Actuary	1	-	(\$ 740)	(\$ 765)	(\$ 790)	(\$ 790)
Department of Citywide Administrative Services	1	(\$ 2,000)	(\$ 1,000)	-	-	-
Department of Probation	3	(\$ 786)	(\$ 697)	(\$ 697)	(\$ 400)	(\$ 400)
Housing Preservation and Development	4	(\$ 476)	(\$ 595)	(\$ 595)	(\$ 595)	(\$ 595)
Department of Small Business Services	4	(\$ 738)	(\$ 597)	(\$ 347)	(\$ 292)	(\$ 292)
Department of Finance	1	(\$ 2,260)	-	-	-	-
Department of City Planning	1	(\$ 328)	(\$ 263)	(\$ 256)	(\$ 256)	(\$ 256)
Financial Information Services Agency	2	(\$ 750)	(\$ 500)	-	-	-
All Other Agencies	21	(\$ 3,097)	(\$ 2,057)	(\$ 258)	(\$ 258)	(\$ 258)
Subtotal	62	(\$ 36,992)	(\$ 32,901)	(\$ 9,906)	(\$ 9,392)	(\$ 8,832)
Education						
Department of Education	1	(\$ 11,327)	(\$ 11,327)	(\$ 11,327)	(\$ 11,327)	(\$ 11,327)
Subtotal	1	(\$ 11,327)	(\$ 11,327)	(\$ 11,327)	(\$ 11,327)	(\$ 11,327)
Other						
Miscellaneous	1	(\$ 93,264)	(\$ 95,000)	(\$ 125,000)	(\$ 155,000)	(\$ 185,000)
Debt Service	1	(\$ 55,636)	(\$ 86,201)	(\$ 167,168)	(\$ 173,860)	(\$ 74,996)
Subtotal	2	(\$ 148,900)	(\$ 181,201)	(\$ 292,168)	(\$ 328,860)	(\$ 259,996)
CITYWIDE SAVINGS PROGRAM TOTAL	74	(\$ 234,345)	(\$ 237,652)	(\$ 320,109)	(\$ 356,287)	(\$ 286,863)
				(\$ 471,997)		

Table 2
FY19 Preliminary: Summary By Agency

\$ in 000's

	# of Initiatives	Current Proposals				
		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Uniformed Forces						
Police Department	3	(\$ 621)	(\$ 20,357)	(\$ 762)	(\$ 762)	(\$ 762)
Fire Department	1	(\$ 1,500)	(\$ 1,500)	(\$ 1,500)	(\$ 1,500)	(\$ 1,500)
Department of Correction	1	(\$ 10,176)	(\$ 55,186)	(\$ 55,186)	(\$ 55,186)	(\$ 55,186)
Subtotal	5	(\$ 12,297)	(\$ 77,044)	(\$ 57,448)	(\$ 57,448)	(\$ 57,448)
Health and Welfare						
Administration for Children's Services	1	(\$ 50,719)	(\$ 36,725)	(\$ 36,725)	(\$ 36,725)	(\$ 36,725)
Department of Social Services	1	(\$ 34,310)	(\$ 17,715)	(\$ 17,715)	(\$ 17,715)	(\$ 17,715)
Department of Homeless Services	1	(\$ 1,994)	(\$ 1,481)	(\$ 1,481)	(\$ 1,481)	(\$ 1,481)
Department of Youth & Community Development	1	(\$ 5,000)	-	-	-	-
Department of Health & Mental Hygiene	3	(\$ 62,900)	-	-	-	-
Subtotal	7	(\$ 154,922)	(\$ 55,921)	(\$ 55,921)	(\$ 55,921)	(\$ 55,921)
Other Agencies						
Department of Finance	1	-	(\$ 53,210)	(\$ 53,139)	(\$ 53,139)	(\$ 53,117)
Department of Environmental Protection	22	(\$ 16,405)	(\$ 12,242)	-	-	-
Department of Information Technology & Telecom.	4	(\$ 4,957)	(\$ 6,071)	(\$ 5,417)	(\$ 5,417)	(\$ 5,417)
Department of Transportation	10	(\$ 11,305)	(\$ 7,258)	(\$ 252)	(\$ 252)	(\$ 252)
Department of Buildings	1	(\$ 3,694)	(\$ 3,288)	(\$ 3,313)	(\$ 3,172)	(\$ 3,172)
Campaign Finance Board	1	(\$ 13,000)	-	-	-	-
Law Department	1	(\$ 4,208)	(\$ 3,918)	-	-	-
Department of Parks and Recreation	2	(\$ 4,500)	(\$ 3,500)	-	-	-
Department of Citywide Administrative Services	6	(\$ 2,225)	(\$ 3,870)	-	-	-
NYC Taxi & Limousine Commission	1	(\$ 1,100)	(\$ 1,100)	(\$ 1,100)	(\$ 1,100)	(\$ 1,100)
Department of Cultural Affairs	3	(\$ 2,000)	-	(\$ 1,000)	(\$ 1,000)	(\$ 1,000)
All Other Agencies	36	(\$ 7,544)	(\$ 3,348)	(\$ 897)	(\$ 690)	(\$ 862)
Subtotal	88	(\$ 70,938)	(\$ 97,806)	(\$ 65,117)	(\$ 64,769)	(\$ 64,919)
Education						
Department of Education	9	(\$ 105,336)	(\$ 105,726)	(\$ 100,085)	(\$ 100,085)	(\$ 100,085)
Subtotal	9	(\$ 105,336)	(\$ 105,726)	(\$ 100,085)	(\$ 100,085)	(\$ 100,085)
Other						
Debt Service	3	(\$ 88,652)	(\$ 67,371)	(\$ 47,840)	(\$ 47,835)	(\$ 823)
Citywide Initiatives	5	-	(\$ 9,563)	(\$ 12,363)	(\$ 14,889)	(\$ 16,714)
Procurement Savings	1	-	(\$ 55,519)	-	-	-
Subtotal	9	(\$ 88,652)	(\$ 132,452)	(\$ 60,203)	(\$ 62,724)	(\$ 17,537)
CITYWIDE SAVINGS PROGRAM TOTAL	118	(\$ 432,145)	(\$ 468,948)	(\$ 338,773)	(\$ 340,947)	(\$ 295,910)
				(\$ 901,093)		

Table 3
FY19 Executive: Summary By Agency

\$ in 000's

	# of Initiatives	Current Proposals				
		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Uniformed Forces						
Police Department	2	(\$ 1,972)	(\$ 30,434)	-	-	-
Department of Correction	1	(\$ 28,756)	(\$ 27,662)	-	-	-
Department of Sanitation	6	(\$ 21,862)	(\$ 3,453)	(\$ 4,387)	(\$ 1,220)	(\$ 184)
Subtotal	9	(\$ 52,590)	(\$ 61,549)	(\$ 4,387)	(\$ 1,220)	(\$ 184)
Health and Welfare						
Administration for Children's Services	2	-	(\$ 17,547)	(\$ 14,800)	(\$ 14,800)	(\$ 14,800)
Department of Social Services	2	(\$ 3,000)	-	-	-	-
Department of Homeless Services	1	-	(\$ 26,145)	(\$ 26,145)	(\$ 26,145)	(\$ 26,145)
Department for the Aging	1	-	(\$ 281)	-	-	-
Department of Youth & Community Development	2	(\$ 1,000)	(\$ 1,548)	(\$ 1,000)	(\$ 1,000)	(\$ 1,000)
Department of Health & Mental Hygiene	5	(\$ 12,000)	(\$ 9,607)	(\$ 7,714)	(\$ 7,714)	(\$ 7,714)
Subtotal	13	(\$ 16,000)	(\$ 55,128)	(\$ 49,659)	(\$ 49,659)	(\$ 49,659)
Other Agencies						
Department of Information Technology & Telecom.	6	(\$ 8,032)	(\$ 7,960)	(\$ 3,460)	(\$ 3,460)	(\$ 3,460)
Department of Buildings	3	(\$ 6,000)	(\$ 3,660)	(\$ 3,740)	(\$ 3,567)	(\$ 3,573)
Department of Transportation	8	(\$ 12,427)	(\$ 6,055)	(\$ 80)	(\$ 80)	(\$ 80)
NYC Taxi & Limousine Commission	3	(\$ 8,082)	(\$ 8,843)	-	-	-
Department of Citywide Administrative Services	4	(\$ 9,876)	(\$ 260)	-	-	-
Housing Preservation and Development	3	(\$ 2,490)	(\$ 3,320)	(\$ 1,320)	(\$ 320)	(\$ 320)
Law Department	2	(\$ 3,000)	(\$ 3,839)	-	-	-
Department of Small Business Services	5	(\$ 2,928)	(\$ 1,268)	(\$ 726)	(\$ 594)	(\$ 594)
Department of Finance	2	(\$ 2,000)	(\$ 3,907)	-	-	-
Department of City Planning	6	(\$ 3,711)	(\$ 764)	(\$ 200)	(\$ 130)	(\$ 130)
All Other Agencies	60	(\$ 12,666)	(\$ 11,874)	(\$ 20)	(\$ 20)	(\$ 20)
Subtotal	102	(\$ 71,212)	(\$ 51,750)	(\$ 9,546)	(\$ 8,172)	(\$ 8,178)
Education						
Department of Education	5	-	(\$ 156,618)	(\$ 26,250)	(\$ 26,250)	(\$ 26,250)
Subtotal	5	-	(\$ 156,618)	(\$ 26,250)	(\$ 26,250)	(\$ 26,250)
Other						
Miscellaneous	4	(\$ 47,289)	(\$ 16,859)	-	-	-
Debt Service	9	(\$ 180,517)	(\$ 41,490)	(\$ 63,775)	(\$ 134,402)	(\$ 118,085)
Citywide Initiatives	3	-	(\$ 2,466)	(\$ 4,778)	(\$ 8,409)	(\$ 15,612)
Subtotal	16	(\$ 227,806)	(\$ 60,815)	(\$ 68,553)	(\$ 142,811)	(\$ 133,697)
CITYWIDE SAVINGS PROGRAM TOTAL	145	(\$ 367,608)	(\$ 385,859)	(\$ 158,396)	(\$ 228,111)	(\$ 217,968)
				(\$ 753,467)		

Table 4
FY19 November + Preliminary + Executive: Summary By Agency

\$ in 000's

	# of Initiatives	Current Proposals				
		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Uniformed Forces						
Police Department	6	(\$ 22,188)	(\$ 50,792)	(\$ 762)	(\$ 762)	(\$ 762)
Fire Department	1	(\$ 1,500)	(\$ 1,500)	(\$ 1,500)	(\$ 1,500)	(\$ 1,500)
Department of Correction	2	(\$ 38,932)	(\$ 82,848)	(\$ 55,186)	(\$ 55,186)	(\$ 55,186)
Department of Sanitation	10	(\$ 28,686)	(\$ 8,969)	(\$ 4,387)	(\$ 1,220)	(\$ 184)
Subtotal	19	(\$ 91,305)	(\$ 144,109)	(\$ 61,836)	(\$ 58,668)	(\$ 57,632)
Health and Welfare						
Administration for Children's Services	3	(\$ 50,719)	(\$ 54,271)	(\$ 51,525)	(\$ 51,525)	(\$ 51,525)
Department of Social Services	4	(\$ 42,310)	(\$ 22,715)	(\$ 22,715)	(\$ 22,715)	(\$ 22,715)
Department of Homeless Services	2	(\$ 1,994)	(\$ 27,627)	(\$ 27,627)	(\$ 27,627)	(\$ 27,627)
Department for the Aging	2	(\$ 1,000)	(\$ 281)	-	-	-
Department of Youth & Community Development	4	(\$ 9,000)	(\$ 1,548)	(\$ 1,000)	(\$ 1,000)	(\$ 1,000)
Department of Health & Mental Hygiene	9	(\$ 76,607)	(\$ 11,314)	(\$ 9,421)	(\$ 9,421)	(\$ 9,421)
Subtotal	24	(\$ 181,629)	(\$ 117,755)	(\$ 112,287)	(\$ 112,287)	(\$ 112,287)
Other Agencies						
Department of Finance	4	(\$ 4,260)	(\$ 57,117)	(\$ 53,139)	(\$ 53,139)	(\$ 53,117)
Department of Information Technology & Telecom.	13	(\$ 17,290)	(\$ 17,983)	(\$ 9,113)	(\$ 9,113)	(\$ 9,113)
Department of Environmental Protection	44	(\$ 32,194)	(\$ 25,571)	(\$ 747)	(\$ 747)	(\$ 747)
Department of Transportation	25	(\$ 27,377)	(\$ 17,668)	(\$ 4,686)	(\$ 4,500)	(\$ 3,940)
Department of Buildings	5	(\$ 11,544)	(\$ 8,598)	(\$ 8,703)	(\$ 8,389)	(\$ 8,395)
NYC Taxi & Limousine Commission	6	(\$ 9,635)	(\$ 10,455)	(\$ 1,100)	(\$ 1,100)	(\$ 1,100)
Department of Citywide Administrative Services	11	(\$ 14,101)	(\$ 5,130)	-	-	-
Law Department	5	(\$ 9,225)	(\$ 9,736)	-	-	-
All Other Agencies	139	(\$ 53,516)	(\$ 30,199)	(\$ 7,081)	(\$ 5,345)	(\$ 5,517)
Subtotal	252	(\$ 179,142)	(\$ 182,457)	(\$ 84,569)	(\$ 82,333)	(\$ 81,929)
Education						
Department of Education	15	(\$ 116,663)	(\$ 273,670)	(\$ 137,662)	(\$ 137,662)	(\$ 137,662)
Subtotal	15	(\$ 116,663)	(\$ 273,670)	(\$ 137,662)	(\$ 137,662)	(\$ 137,662)
Other						
Miscellaneous	5	(\$ 140,553)	(\$ 111,859)	(\$ 125,000)	(\$ 155,000)	(\$ 185,000)
Debt Service	13	(\$ 324,805)	(\$ 195,062)	(\$ 278,783)	(\$ 356,097)	(\$ 193,904)
Citywide Initiatives	8	-	(\$ 12,028)	(\$ 17,141)	(\$ 23,297)	(\$ 32,326)
Procurement Savings	1	-	(\$ 55,519)	-	-	-
Subtotal	27	(\$ 465,358)	(\$ 374,468)	(\$ 420,924)	(\$ 534,395)	(\$ 411,230)
CITYWIDE SAVINGS PROGRAM TOTAL	337	(\$ 1,034,098)	(\$ 1,092,459)	(\$ 817,278)	(\$ 925,345)	(\$ 800,741)
				(\$ 2,126,558)		

Table 5
FY19 November + Preliminary + Executive: Savings by Type
\$ in 000's

	# of Initiatives	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>
Efficiencies						
Business Process Redesign						
Coordination	7	(\$ 16,437)	(\$ 42,990)	(\$ 42,955)	(\$ 42,955)	(\$ 42,955)
Procurement	5	(\$ 356)	(\$ 39,481)	(\$ 39,339)	(\$ 39,269)	(\$ 39,269)
Reduce and Repurpose						
Energy / Utilities	4	(\$ 926)	(\$ 1,573)	(\$ 1,092)	(\$ 2,463)	(\$ 4,667)
Hardware / Resources	5	(\$ 3,808)	(\$ 5,798)	(\$ 2,500)	(\$ 2,826)	(\$ 3,151)
Paper / Digitization	3	-	(\$ 1,482)	(\$ 3,800)	(\$ 8,000)	(\$ 14,500)
IT Solutions						
IT / Telecom	6	(\$ 8,807)	(\$ 7,522)	(\$ 8,793)	(\$ 8,793)	(\$ 8,793)
People and Space						
Insourcing	4	(\$ 456)	(\$ 1,298)	(\$ 879)	(\$ 904)	(\$ 904)
Space	2	(\$ 15)	(\$ 30)	-	-	-
Staffing	12	(\$ 46,309)	(\$ 111,257)	(\$ 112,960)	(\$ 113,219)	(\$ 113,219)
Reimbursements						
Grants	5	(\$ 2,376)	(\$ 2,136)	(\$ 2,136)	(\$ 1,950)	(\$ 1,390)
Revenue	12	(\$ 17,487)	(\$ 72,725)	(\$ 64,623)	(\$ 64,482)	(\$ 64,460)
Efficiencies Total	65	(\$ 96,978)	(\$ 286,293)	(\$ 279,077)	(\$ 284,861)	(\$ 293,308)
Re-estimates						
Expense Re-estimates	223	(\$ 381,421)	(\$ 391,921)	(\$ 176,297)	(\$ 202,439)	(\$ 231,403)
Reimbursement Re-estimates	36	(\$ 230,895)	(\$ 219,183)	(\$ 83,121)	(\$ 81,948)	(\$ 82,126)
Debt Service	13	(\$ 324,805)	(\$ 195,062)	(\$ 278,783)	(\$ 356,097)	(\$ 193,904)
Re-estimates Total	272	(\$ 937,121)	(\$ 806,166)	(\$ 538,202)	(\$ 640,484)	(\$ 507,433)
TOTAL SAVINGS	337	(\$ 1,034,098)	(\$ 1,092,459)	(\$ 817,278)	(\$ 925,345)	(\$ 800,741)
% Efficiencies		9.4%	26.2%	34.1%	30.8%	36.6%

II.

Savings Highlights

November + Preliminary + Executive Savings Highlights

Business Process Redesign

Changing government operations in areas such as procurement and coordination

- Contract Savings (November): The Department of Records & Information Services (DORIS) will achieve economies of scale by incorporating supply and material costs for future projects into a single contract proposal rather than purchasing through separate contracts.
- Contractual Savings for Technical Services (Preliminary): The Office of Payroll Administration (OPA) has been able to use IT services procured and funded through the Financial Information Services Agency (FISA) due to increased shared services.
- Contractual Savings (Preliminary): The Office of Administrative Trials & Hearings (OATH) has identified savings for data capture and mail fulfillment service contracts through competitive bidding.
- Citywide – Standardize Travel Policies (Preliminary): Travel requests will be thoroughly reviewed to ensure they are mission critical and cost-effective.
- Citywide – Fleet Legal Coordination (Preliminary): The Department of Citywide Administrative Services (DCAS) will expand monitoring of the City's Fleet to improve safety and will share information with the Law Department related to the defense of automobile-related claims made against the City.

Reduce and Repurpose

Using resources more efficiently and reusing existing City assets

- Sign Reduction (November): The Department of Transportation (DOT) will consolidate curbside parking regulatory signs.
- Electronic Records Management (Preliminary): OATH will convert to digital record retention and develop an electronic case tracking system which will result in savings in office supplies.
- Incentive Payments for Electric Vehicles (Preliminary): DCAS will receive incentive payments for charging electric vehicles during daily off-peak demand periods.
- Citywide – Paper Reduction (Preliminary): City agencies will phase out the creation and storage of most types of paper documents, which will reduce storage costs.
- Citywide – Electric Vehicles (Preliminary): To meet greenhouse gas emissions reduction goals for the transportation sector, the City will transition to purchasing battery powered electric vehicles (BEVs) and decrease fuel and maintenance costs.
- Incentive Payments for Energy Conservation Measures (Executive): DCAS will receive incentive payments for installing energy conservation measures in existing facilities.
- Citywide – Enterprise Print Management (Executive): Enterprise Print Management (EPM) consolidates citywide printing expenses under a single contract, leveraging the large number of users to achieve a lower cost for equipment, maintenance, and support.
- Citywide – Energy Load Management (Executive): Staff will monitor energy usage and work with agencies to implement load management practices such as monitoring air conditioning, heating, and overall agency activities in order to decrease the City's carbon footprint and reduce energy costs.

IT Solutions

Using technology to improve efficiency

- Maintenance Reduction (November): FISA will achieve savings related to the lower cost of maintaining newer equipment.
- More Efficient Data Collection (November): DOT will use less expensive video cameras and computer analysis contracts for projects where manual traffic surveys are inefficient.
- Telecommunications Savings (November): The Department of Probation (DOP) will upgrade telecommunications, which includes converting to Voice over IP (VoIP) and decommissioning fax lines.
- IT Savings (Preliminary): The Department of Information Technology & Telecommunications (DoITT) realized savings by reducing the costs for some services through insourcing, negotiating savings, and reviewing contract needs.
- Citywide – Agency Phone Plan Review (Preliminary): The Department of Information Technology and Telecommunications (DoITT) will review phone plans to ensure competitiveness, improve billing, and upgrade technology.

Reimbursements

Maximizing Federal, State, and Private grants and Miscellaneous revenue

- Property Image Capture (Preliminary): The Department of Finance (DOF) will receive updated street level imagery twice a year, as opposed to once, to allow assessors to increase the number of inspections completed, reduce incorrect classifications, and prevent loss of recurring property tax revenue owed to the City.
- Federal Funding for Installation of Pavement Safety Markings (Preliminary): DOT will use Federal funding for installation of pavement safety markings on City interstate expressways and parkways.
- GetCoveredNYC Revenue (Executive): The Department of Health and Mental Hygiene (DOHMH) will use grant funding for eligible GetCoveredNYC activities.

People and Space

Improving personnel deployment and using space more efficiently and effectively

- Recognize Overtime Savings (November): DOT has implemented an overtime cap for administrative and field Parking division staff.
- Reduction of Actuarial Consulting Services (November): The Office of the Actuary (NYCOA) will effect savings by insourcing some previously outsourced actuarial services.
- ATR Incentive Program (Preliminary): The Department of Education (DOE) will realize savings generated from permanently placing teachers who were previously working as provisional staff.
- ATR Employee Departure Program (Preliminary): DOE will realize savings from employee retirements and early departures.
- Close GMDC Jail on Rikers Island (Preliminary): The Department of Correction (DOC) will have savings from the closure of the George Motchan Detention Center on Rikers Island.
- Reduction in Overtime Budget (Preliminary): The Department of Environmental Protection (DEP) Bureau of Customer Services is projecting a decrease in its overtime needs due to a recent change to their overtime policy.
- Graphic Design In-sourcing (Preliminary): DOT will hire a graphic designer to perform work currently done through a contract.
- WorkWell Program Savings (Executive): The Office of Labor Relations (OLR) will realize savings from the WorkWell NYC program due to insourcing of consultant duties.
- Security Cost Savings (Executive): OATH will reduce security costs due to office space consolidation.
- Organizational Restructuring (Executive): DOT will realize savings from restructuring the Auditor General's Office.
- Citywide – Auto Service Workers (Executive): This initiative shifts vehicle maintenance staffing to a more diverse model that makes use of both Auto Mechanic and Auto Service Worker titles. This will align with industry best practices, reduce costs, and create entry-level pathways for new staff entering the field.

III.

Savings Initiatives by Agency

FY19 November + Preliminary + Executive

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

Administration for Children's Services	City Personnel as of 6/30/19 <small>Increase/ (Decrease)</small>	FY18	FY19	FY20	FY21	FY22
Preliminary Plan						
<u>Fringe Benefits Reimbursement</u> Federally negotiated fringe reimbursement rate will result in additional ACS revenues that offset City costs.		(50,719)	(36,725)	(36,725)	(36,725)	(36,725)
<u>Executive Plan</u>						
<u>Secure Placement Re-Estimate</u> Reestimate of ACS' payments for Secure Placement Services.		-	(14,800)	(14,800)	(14,800)	(14,800)
<u>Vacancy Reductions</u> Vacancy reductions across the agency.	(125) C	-	(2,747)	-	-	-
Agency Total	(125) C	(50,719)	(54,271)	(51,525)	(51,525)	(51,525)

Board of Correction	City Personnel as of 6/30/19 <small>Increase/ (Decrease)</small>	FY18	FY19	FY20	FY21	FY22
November Plan						
<u>PS Accruals</u> PS savings due to hiring delays.		(28)	-	-	-	-
<u>Preliminary Plan</u>						
<u>Personal Services Accruals</u> Personal Services savings due to hiring delays.		(56)	(60)	-	-	-
<u>Executive Plan</u>						
<u>PS Accruals</u> PS accruals due to hiring delays.		(56)	(61)	-	-	-
<u>Vacancy Reductions</u> Vacancy reductions across the agency.	(2) C	-	(156)	-	-	-
Agency Total	(2) C	(140)	(277)	-	-	-

FY19 November + Preliminary + Executive

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

Business Integrity Commission	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
Preliminary Plan						
Market Business Registration Fee The Business Integrity Commission will generate additional revenue from renewals of Market Business Registration applications in FY 2019 and FY 2022, as per the Agency's three year registration renewal cycle.		-	(172)	-	-	(172)
Agency Total		-	(172)	-	-	(172)

Campaign Finance Board	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
Preliminary Plan						
Surplus Takedown A technical adjustment to take down surplus funds in the Campaign Finance Fund.		(13,000)	-	-	-	-
Agency Total		(13,000)	-	-	-	-

City Clerk	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
November Plan						
PS Savings The agency will achieve savings in the current fiscal year and in FY 2019 from delays in filling vacant positions.		(57)	(56)	-	-	-
Preliminary Plan						
PS Savings The agency will achieve savings in the current fiscal year from delays in filling vacant positions.		(163)	-	-	-	-
Savings from Delay in Scanning Marriage Records The agency will achieve savings in FY 2019 by delaying the scanning of archived marriage records.		-	(60)	-	-	-

FY19 November + Preliminary + Executive

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

City Clerk (cont.)	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
Executive Plan						
<u>PS Savings</u> The agency will achieve savings through delays in filling vacant positions.		(110)	-	-	-	-
<u>Savings from Delay in Scanning Marriage Records</u> The agency will achieve savings in FY 2019 by delaying the scanning of archived marriage records.		-	(110)	-	-	-
Agency Total		(330)	(226)	-	-	-

Citywide Initiatives	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
Preliminary Plan						
<u>Agency Phone Plan Review</u> DoITT will review phone plans to ensure competitiveness, improve billing, and upgrade technology.		-	(1,575)	(3,500)	(3,500)	(3,500)
<u>Electric Vehicles</u> The City will transition to purchasing battery powered electric vehicles (BEVs) in order to decrease fuel and maintenance costs.		-	(1,938)	(2,263)	(2,589)	(2,914)
<u>Fleet Legal Coordination</u> DCAS will share information with Law related to the defense of automobile-related claims made against the City.		-	(4,800)	(4,800)	(4,800)	(4,800)
<u>Paper Reduction</u> City agencies will phase out the creation and storage of most types of paper documents, which will reduce storage costs.		-	(250)	(800)	(3,000)	(4,500)
<u>Standardize Travel Policies</u> Review agency travel requests to promote cost-effectiveness.		-	(1,000)	(1,000)	(1,000)	(1,000)

FY19 November + Preliminary + Executive

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

Citywide Initiatives (cont.)	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
Executive Plan						
Auto Service Workers This initiative shifts vehicle maintenance staffing to a more diverse model that makes use of both Auto Mechanic and Auto Service Worker titles. This will align with industry best practices, reduce costs, and create entry-level pathways for new staff entering the field.		-	(686)	(686)	(945)	(945)
Energy Load Management Staff will monitor energy usage and work with agencies to implement load management practices such as monitoring air conditioning, heating, and overall agency activities in order to decrease the City's carbon footprint and reduce energy costs.		-	(553)	(1,092)	(2,463)	(4,667)
Enterprise Print Management Enterprise Print Management (EPM) consolidates citywide printing expenses under a single contract, leveraging the large number of users to achieve a lower cost for equipment, maintenance, and support.		-	(1,227)	(3,000)	(5,000)	(10,000)
Agency Total		-	(12,028)	(17,141)	(23,297)	(32,326)

Civil Service Commission	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
November Plan						
Reduction of Operating Expenses The agency will realize savings from a reduction in expenditures for various operating items, including postage, data processing, rental of equipment, contractual services, and training.		(11)	(11)	-	-	-
Preliminary Plan						
PS Savings The agency has identified savings from surplus funds for full-time positions.		(22)	(22)	-	-	-
Executive Plan						
PS Savings The agency has identified savings from surplus funds for full-time positions.		(18)	(18)	-	-	-
Agency Total		(51)	(51)	-	-	-

FY19 November + Preliminary + Executive

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

Civilian Complaint Review Board	City Personnel as of 6/30/19 <small>Increase/ (Decrease)</small>	FY18	FY19	FY20	FY21	FY22
Executive Plan						
<u>Vacancy Reductions</u> Vacancy reductions across the agency.	(4) C	-	(297)	-	-	-
Agency Total	(4) C	-	(297)	-	-	-

Commission on Human Rights	City Personnel as of 6/30/19 <small>Increase/ (Decrease)</small>	FY18	FY19	FY20	FY21	FY22
Executive Plan						
<u>Vacancy Reductions</u> Vacancy reductions across the agency.	(3) C	-	(221)	-	-	-
Agency Total	(3) C	-	(221)	-	-	-

Conflicts of Interest Board	City Personnel as of 6/30/19 <small>Increase/ (Decrease)</small>	FY18	FY19	FY20	FY21	FY22
November Plan						
<u>COIB Revenue</u> The Conflicts of Interest Board will realize additional revenue due to increased activities in outreach of the Education and Engagement Unit and Annual Disclosure Unit.		(11)	(11)	-	-	-
Executive Plan						
<u>COIB Revenue</u> The Conflicts of Interest Board will realize additional revenue due to an increase in caseload.		(100)	(20)	-	-	-
Agency Total		(111)	(31)	-	-	-

FY19 November + Preliminary + Executive

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

Debt Service	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
November Plan						
<u>Debt Service Re-Estimates</u> Debt Service Re-Estimates.		(55,636)	(86,201)	(167,168)	(173,860)	(74,996)
Preliminary Plan						
<u>GO Refunding</u> GO Refunding		(20,750)	(47,837)	(47,840)	(47,835)	(823)
<u>GO Variable Rate Interest</u> GO Variable Rate Interest		(52,517)	-	-	-	-
<u>TFA Debt Re-estimates</u> TFA Variable Rate Interest and Excess Building Aid		(15,385)	(19,534)	-	-	-
Executive Plan						
<u>Actual GO New Money Issuance</u> Actual GO New Money Issuance		-	85,137	129,187	129,188	129,185
<u>GO Earnings on Proceeds</u> GO Earnings on Proceeds		3,500	1,680	1,250	(125)	(1,575)
<u>GO LOC/Remarketing</u> GO LOC/Remarketing		(34,000)	(3,359)	-	-	-
<u>GO Projected Debt Service</u> GO Projected Debt Service		-	(69,360)	(94,729)	(115,681)	(111,970)
<u>GO Reoffering Impact</u> GO Reoffering Impact		442	11,325	12,759	12,759	12,759
<u>GO Variable Rate Interest</u> GO Variable Rate Interest		(58,860)	(2,121)	(2,121)	(2,121)	(2,121)
<u>Lease Debt CUNY</u> Lease Debt CUNY		2,500	2,500	2,500	2,500	2,500
<u>Lease Debt HYIC TEP Savings</u> Lease Debt HYIC TEP Savings		(5,077)	-	-	-	-
<u>TFA Retention</u> TFA Retention		(89,023)	(67,292)	(112,623)	(160,922)	(146,863)
Agency Total		(324,805)	(195,062)	(278,783)	(356,097)	(193,904)

FY19 November + Preliminary + Executive

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

Department for the Aging	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
November Plan						
<u>Agency Accruals</u> Current year agency accruals.		(1,000)	-	-	-	-
Executive Plan						
<u>Vacancy Reductions</u> Vacancy reductions across the agency.	(7) C	-	(281)	-	-	-
Agency Total	(7) C	(1,000)	(281)	-	-	-

Department of Buildings	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
November Plan						
<u>Increased Fee Revenue</u> Increased revenue from fees related to requests to place illuminated signs, developer requests to reinspect hazardous areas, and Loft Board fees.		(1,850)	(1,650)	(1,650)	(1,650)	(1,650)
Preliminary Plan						
<u>Expand Hazardous Enforcement Categories</u> Revenue related to expansion of DOB enforcement categories.		(3,694)	(3,288)	(3,313)	(3,172)	(3,172)
Executive Plan						
<u>Cost Validation Index Update</u> The Department of Buildings will update the alteration filings cost validation index.		-	(3,660)	(3,740)	(3,567)	(3,573)
<u>DOB Agency Savings</u> DOB will achieve savings in FY18 through attrition and delayed hiring.		(6,000)	-	-	-	-
<u>Vacancy Reductions</u> Vacancy reductions across the agency.	(35) C	-	-	-	-	-
Agency Total	(35) C	(11,544)	(8,598)	(8,703)	(8,389)	(8,395)

FY19 November + Preliminary + Executive

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

Department of City Planning	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
November Plan						
<u>Reduction in Consulting Costs</u> The Department of City Planning (DCP) will spend less on outside environmental consultants.		(328)	(263)	(256)	(256)	(256)
Preliminary Plan						
<u>PS Accruals</u> DCP will achieve savings through a delay in PS hiring.		(500)	-	-	-	-
Executive Plan						
<u>EIS Efficiencies</u> DCP will achieve efficiencies in procurement for environmental consulting.		-	-	(200)	(130)	(130)
<u>Professional Development and Training Reduction</u> DCP will reduce their FY18 funds for professional development and training.		(60)	-	-	-	-
<u>EIS Reduction</u> DCP will achieve savings due to reduced environmental consulting spending.		(2,750)	(500)	-	-	-
<u>PS Savings</u> DCP will achieve savings due to attrition and delayed hiring.		(800)	(100)	-	-	-
<u>Urban Renewal Reduction</u> DCP will reduce their FY18 funds for Urban Renewal research.		(101)	-	-	-	-
<u>Vacancy Reductions</u> Vacancy reductions in the borough offices.	(2) C	-	(164)	-	-	-
Agency Total	(2) C	(4,539)	(1,026)	(456)	(386)	(386)

FY19 November + Preliminary + Executive

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

Department of Citywide Administrative Services	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
November Plan						
<u>P-Card Rebate</u>						
Increased usage of Procurement Cards by City agencies will lead to increased rebates from vendors.		(2,000)	(1,000)	-	-	-
<u>Preliminary Plan</u>						
<u>Incentive Payments for Electric Vehicles</u>						
DCAS will receive incentive payments for charging electric vehicles during daily off-peak demand periods.		(100)	(120)	-	-	-
<u>NYSERDA Incentive Payments</u>						
DCAS will receive performance based incentive payments from NYSERDA for generating electricity from solar installations at 24 schools across all five boroughs through FY19.		(550)	(750)	-	-	-
<u>330 Jay Street Operating Savings</u>						
The agency will realize savings in the current fiscal year due to a re-estimate of operating expenses at 330 Jay Street.		(200)	-	-	-	-
<u>Board of Standards and Appeals PS Savings</u>						
The Board of Standards and Appeals has identified savings from delays in filling vacant positions.		(75)	-	-	-	-
<u>Civil Service Exams</u>						
The Department of Citywide Administrative Services will collect additional revenue from the administration of Qualified Incumbent Exams as part of its provisional reduction plan. The Department has also realized higher than expected new employee applicant fees.		(1,300)	(1,000)	-	-	-
<u>PS Savings</u>						
The agency will achieve savings from delays in filling vacant positions.		-	(2,000)	-	-	-
<u>Executive Plan</u>						
<u>Incentive Payments for Energy Conservation Measures</u>						
DCAS will receive incentive payments for installing energy conservation measures in existing facilities.		(276)	(150)	-	-	-

FY19 November + Preliminary + Executive

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

Department of Citywide Administrative Services (cont.)	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
Executive Plan						
<u>Non-Public School Security Program Re-Estimate</u> The agency will realize savings in the current fiscal year due to lower than estimated security guard service costs for the non-public school security reimbursement program.		(6,600)	-	-	-	-
<u>OTPS Savings</u> The agency will realize savings in the current fiscal year due to a re-estimate of other than personal services expenses.		(3,000)	-	-	-	-
<u>Vacancy Reductions</u> Vacancy reductions across the agency.	(26) C	-	(110)	-	-	-
Agency Total	(26) C	(14,101)	(5,130)	-	-	-

Department of Consumer Affairs	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
Executive Plan						
<u>Vacancy Reductions</u> Vacancy reductions across the agency.	(6) C	-	(355)	-	-	-
Agency Total	(6) C	-	(355)	-	-	-

Department of Correction	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
Preliminary Plan						
<u>Close GMDC Jail on Rikers Island</u> Savings from the closure of the George Motchan Detention Center on Rikers Island.	(698) U	(10,176)	(55,186)	(55,186)	(55,186)	(55,186)
<u>PS Accruals</u> PS accruals due to hiring delays.		(28,756)	(27,662)	-	-	-
Agency Total	(698) U	(38,932)	(82,848)	(55,186)	(55,186)	(55,186)

C = Civilian, P = Pedagogical, U = Uniform

FY19 November + Preliminary + Executive

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

Department of Cultural Affairs	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
November Plan						
<u>Vacancy Savings</u> The Department Cultural Affairs will eliminate two vacancies from the Program Services Unit.	(2) C	(107)	(107)	(107)	(107)	(107)
<u>PS Savings</u> The Department of Cultural Affairs will realize PS savings from vacant positions.		(66)	-	-	-	-
Preliminary Plan						
<u>Met Admissions Change</u> Additional revenue due to the (DCLA) resulting from a change in admission policy at the Metropolitan Museum of Art.		-	-	(1,000)	(1,000)	(1,000)
<u>American Museum of Natural History Expense to Capital Swap</u> The American Museum of Natural History (AMNH) agreed to a reduction in their City operating subsidy by \$1M in exchange for \$1M in capital support in FY18.		(1,000)	-	-	-	-
<u>Metropolitan Museum of Art Expense to Capital Swap</u> The Metropolitan Museum of Art (The Met) agreed to a reduction in their City operating subsidy by \$1M in exchange for \$1M in capital support in FY18.		(1,000)	-	-	-	-
Executive Plan						
<u>PS and Programmatic Surplus</u> Unspent programmatic funding and PS surplus due to vacancies.		(780)	(122)	-	-	-
<u>Vacancy Reductions</u> Vacancy reductions across the agency.	(2) C	-	(142)	-	-	-
Agency Total	(4) C	(2,953)	(371)	(1,107)	(1,107)	(1,107)

FY19 November + Preliminary + Executive

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

Department of Design and Construction	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
Executive Plan						
<u>Vacancy Reductions</u> Vacancy reductions across the agency.	(1) C	-	(17)	-	-	-
Agency Total	(1) C	-	(17)	-	-	-

Department of Education	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
November Plan						
<u>State Rate Increases for Special Education</u> Increase in state reimbursement rates for placement of students with severe disabilities.		(11,327)	(11,327)	(11,327)	(11,327)	(11,327)
<u>Preliminary Plan</u>						
<u>6th Period Coverage</u> Savings from an implementation change concerning sixth period coverage.		(16,407)	(17,011)	(17,011)	(17,011)	(17,011)
<u>ATR Employee Departure Program</u> Savings from employee retirements and early departures.		(15,692)	(23,742)	(23,742)	(23,742)	(23,742)
<u>ATR Incentive Program</u> Savings generated from permanently placing teachers who were previously working as provisional staff.		(3,405)	(5,107)	(6,809)	(6,809)	(6,809)
<u>Central OTPS Savings</u> Savings achieved by reducing the budget for discretionary contracts, supplies, and travel.		-	(12,994)	(12,994)	(12,994)	(12,994)
<u>Central PS Savings</u> Central PS savings due to central efficiencies and hiring delays. Excludes school facing titles.		(15,000)	(25,000)	(25,000)	(25,000)	(25,000)

FY19 November + Preliminary + Executive

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

Department of Education (cont.)	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
Preliminary Plan						
<u>D79 Reestimate</u> D79 budget reestimate.		-	(5,040)	(5,040)	(5,040)	(5,040)
<u>Enrollment Adjustment</u> Aligns school allocations to student enrollment for general and special education funding allocations.		(9,490)	(9,490)	(9,490)	(9,490)	(9,490)
<u>School Food Revenue</u> Increased revenue from expanded participation in federal CEP School Food program.		(38,000)	-	-	-	-
<u>Specialized Programs Surplus</u> Hiring delay due to recruitment challenges.		(7,343)	(7,343)	-	-	-
Executive Plan						
<u>Reduction in OTPS Surplus Allocation</u> Savings achieved by revising policies related to OTPS surpluses in schools.		-	(20,000)	(20,000)	(20,000)	(20,000)
<u>Federal Special Education Prior Year Payments</u> Federal Government payment of prior year special education services claims.		-	(18,000)	-	-	-
<u>School Food Savings</u> Savings from expanded participation in federal CEP School Food program.		-	(44,250)	(6,250)	(6,250)	(6,250)
<u>Special Education Prior Year Payments</u> State payment of prior year special education services claims.		-	(65,721)	-	-	-
<u>Vacancy Reductions</u> Vacancy reductions in administrative areas.	(80) C	-	(8,647)	-	-	-
Agency Total	(80) C	(116,663)	(273,670)	(137,662)	(137,662)	(137,662)

FY19 November + Preliminary + Executive

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

Department of Environmental Protection	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
November Plan						
<u>Bureau of Customer Services Surpluses</u> The Department of Environmental Protection will spend less than anticipated on various customer service contracts.		(650)	(650)	-	-	-
<u>Croton Filtration Maintenance & Repair Contracts</u> The Department of Environmental Protection projects lower than originally forecasted contractual needs for repairs and services.		(1,298)	(1,298)	-	-	-
<u>Lower Security Guard Contract Costs</u> Reduction in private security contract costs.		(361)	(747)	(747)	(747)	(747)
<u>Surplus in Retrofit Accelerator Program Funding</u> The Department of Environmental Protection will spend less than anticipated in connection with the Retrofit Accelerator program managed by the Mayor's Office of Sustainability.		(459)	-	-	-	-
<u>Vacancy Savings</u> The Bureau of Wastewater Treatment will realize PS Savings due to vacancies.		(2,005)	-	-	-	-
<u>Wastewater and Water Treatment Chemical Savings</u> The Department of Environmental Protection will spend less than anticipated on wastewater and water treatment chemicals.		(4,022)	(9,322)	-	-	-
<u>Water Reuse Grant Program Savings</u> Reduced funding need due to the lower than expected participation in the Water Reuse Grant program in FY18.		(1,199)	-	-	-	-
<u>Watershed Taxes Savings</u> One-time surplus savings for watershed property tax bills due to lower than anticipated tax liabilities.		(2,250)	-	-	-	-
Preliminary Plan						
<u>Reduction in Overtime Budget</u> A change in overtime policy will decrease overtime needs.		(500)	-	-	-	-
<u>Alternative Water Use Cost Sharing Program</u> Funding surplus due to reduced participation.		(301)	-	-	-	-

FY19 November + Preliminary + Executive

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

Department of Environmental Protection (cont.)	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
Preliminary Plan						
<u>Arterial Highway Catch Basin Cleaning Contract</u> A delay in contract registration and lower than expected monthly cost.		(1,996)	(790)	-	-	-
<u>BEDC Resiliency Program Funding</u> Contract delays.		-	(250)	-	-	-
<u>Bureau of Wastewater Treatment PS Savings from Delayed Hiring</u> Hiring delays.		(2,000)	-	-	-	-
<u>Centrifuge Maintenance</u> New centrifuges at Wards Island will be maintained under installation contract.		(1,000)	(1,000)	-	-	-
<u>Citywide Infiltration & Inflow Analysis & Alternatives</u> Contract registration delays.		(142)	-	-	-	-
<u>Citywide Stormwater Engineering Analysis and Planning</u> Delays in the contract schedule.		(169)	-	-	-	-
<u>Collection Contract Reduction</u> Pursuant to federal regulations, DEP no longer reports delinquent water and sewer rate payers to credit agencies. Adjustment to scope of related collection contracts lead to savings.		(400)	(400)	-	-	-
<u>Croton Filtration Maintenance & Repair Contracts</u> Reduced operating costs.		(2,932)	(340)	-	-	-
<u>Croton Filtration Plant Chemicals</u> Reduced funding for chemicals due to decreased operations.		(1,200)	-	-	-	-
<u>Data Processing Software License Reduction</u> This contract ended in FY17.		(95)	-	-	-	-
<u>Elimination of the Owls Head Wastewater Treatment Plant Dewatering Contract</u> On-site dewatering is no longer needed as sludge will be shipped and treated at other locations.		(961)	(4,000)	-	-	-
<u>Flow Monitor Purchases</u> Fewer sewer flow monitors were purchased.		(155)	-	-	-	-

FY19 November + Preliminary + Executive

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

Department of Environmental Protection (cont.)	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
Preliminary Plan						
<u>Glycerin Reduction</u> Modeling has shown that mandated Biological Nutrient Removal goals can be met with less glycerin at wastewater treatment plants.		(4,000)	(4,000)	-	-	-
<u>Green Infrastructure Maintenance Facility Lease</u> DEP has been able to utilize currently available space and does not plan to lease space at this time.		-	(500)	-	-	-
<u>IBM DB2 Database Contract Termination</u> Due to high contract reinstatement fees, this contract will not be renewed.		(100)	-	-	-	-
<u>Organizational Development Training Budget Surplus</u> Funding surplus for training.		(100)	(75)	-	-	-
<u>Surplus in Various Environmental Health & Safety Contracts</u> Estimated surpluses for audit service, risk management, and EHS management service contracts.		(30)	(70)	-	-	-
<u>Toilet Replacement</u> Fewer homeowners are requesting vouchers for low flow toilets. There is less demand for toilet replacements than anticipated.		(275)	(279)	-	-	-
<u>Water and Sewer Field Operations Contract Reductions</u> Reduced contractual services for sewer monitors, arterial highway, culvert inspections and smart sewer covers.		-	(488)	-	-	-
<u>Water and Sewer Operations Supply Savings</u> Reduced purchase of various tools and building maintenance supplies.		(50)	(50)	-	-	-
Executive Plan						
<u>Arterial Highway Catch Basin Contract Savings</u> Contract savings.		(422)	-	-	-	-
<u>Brookfield Landfill Maintenance Surplus</u> Less maintenance than anticipated at the Brookfield Landfill.		(245)	-	-	-	-

FY19 November + Preliminary + Executive

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

Department of Environmental Protection (cont.)	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
Executive Plan						
<u>Delays in the Wastewater Control System Contract</u> Delays in the wastewater control system contract.		(300)	-	-	-	-
<u>Distribution Operations Surplus</u> Surplus for water distribution operations.		(335)	-	-	-	-
<u>Electrical Control System Contract Savings</u> The new electrical control system contract for the wastewater system will register at the end of FY18 so these funds will not be utilized in FY18.		(500)	-	-	-	-
<u>Green Infrastructure Vacancy Savings</u> Savings from vacancies in green infrastructure.		(255)	-	-	-	-
<u>Mayor's Office of Sustainability Contract and Vacancies Savings</u> Contract and vacancies savings.		(525)	(171)	-	-	-
<u>Municipal Separate Storm Sewer System (MS4) Program Vacancies</u> Savings due to delays in filling vacancies related to stormwater.		(50)	-	-	-	-
<u>Surplus Funds for Flow Monitors</u> Surplus funds for the purchase of sewer flow monitoring equipment.		(60)	-	-	-	-
<u>Toilet Replacement Program Surplus</u> Participation in this program is less than originally anticipated.		(300)	(273)	-	-	-
<u>Upstate Property Tax Savings</u> Based on bills received and paid through February, DEP projects surplus funding for upstate property tax liabilities.		(300)	-	-	-	-
<u>Vacancy Reductions</u> Vacancy reductions across the agency.	(65) C	-	-	-	-	-
<u>Vacancy Reductions</u> Vacancy reductions across the agency.	(11) C	-	(868)	-	-	-
<u>Vacancy Savings at the Bureau of Environmental Compliance</u> Savings due to delays in filling vacancies at the Bureau of Environmental Compliance.		(253)	-	-	-	-
Agency Total	(76) C	(32,194)	(25,571)	(747)	(747)	(747)

FY19 November + Preliminary + Executive

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

Department of Finance	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
November Plan						
<u>Lease Savings</u> One time rent savings for FY18 related to the delay in the buildout and occupancy of new office space within 375 Pearl Street.		(2,260)	-	-	-	-
Preliminary Plan						
<u>Property Image Capture</u> The Department of Finance (DOF) will receive updated street level imagery twice a year, as opposed to once, to allow assessors to increase the number of inspections completed, reduce incorrect classifications, and prevent loss of recurring property tax revenue owed to the City.		-	(53,210)	(53,139)	(53,139)	(53,117)
Executive Plan						
<u>Lease Savings</u> The agency will realize rent savings for FY 2018 related to the delay in the buildout and occupancy of new office space within 375 Pearl Street.		(2,000)	-	-	-	-
<u>Vacancy Reductions</u> Vacancy reductions across the agency.	(53) U	-	(3,907)	-	-	-
Agency Total	(53) U	(4,260)	(57,117)	(53,139)	(53,139)	(53,117)

Department of Health & Mental Hygiene	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
November Plan						
<u>Funding Shifts</u> Savings related to using state aid instead of City funds to fund eligible contracts, and a Medicaid rate enhancement.		(1,707)	(1,707)	(1,707)	(1,707)	(1,707)
Preliminary Plan						
<u>DOHMH PS Accruals</u> PS Accruals from hiring delays.		(2,500)	-	-	-	-
<u>OCME PS Accruals</u> PS Accruals due to hiring delays		(400)	-	-	-	-
<u>Prior Year Revenue</u> One-time prior year revenue without a receivable.		(60,000)	-	-	-	-

FY19 November + Preliminary + Executive

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

Department of Health & Mental Hygiene (cont.)	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
Executive Plan						
<u>GetCoveredNYC Revenue</u>		-	(2,714)	(2,714)	(2,714)	(2,714)
Grant funding for eligible activities in the GetCoveredNYC initiative.						
<u>Contract Re-estimate</u>		(12,000)	-	-	-	-
FY18 re-estimate based on latest projection for contracted housing services.						
<u>Fringe Realignment</u>		-	(2,000)	(2,000)	(2,000)	(2,000)
Additional fringe revenue from grants funds						
<u>PS Underspending</u>	(20) C	-	(3,000)	(3,000)	(3,000)	(3,000)
Savings from PS underspending due to staff turnover.						
<u>Vacancy Reductions</u>	(49) C	-	(1,893)	-	-	-
Vacancy reductions across the agency						
Agency Total	(69) C	(76,607)	(11,314)	(9,421)	(9,421)	(9,421)

Department of Homeless Services	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
Preliminary Plan						
<u>Fringe Benefits Reimbursement</u>		(1,994)	(1,481)	(1,481)	(1,481)	(1,481)
Federally negotiated fringe reimbursement rate will result in additional DHS revenues that offset City costs.						
Executive Plan						
<u>Security Costs</u>		-	(26,145)	(26,145)	(26,145)	(26,145)
Reduction in security costs resulting from management changes.						
Agency Total		(1,994)	(27,627)	(27,627)	(27,627)	(27,627)

FY19 November + Preliminary + Executive

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

Department of Information Technology & Telecom.	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
November Plan						
<u>DoITT IT Savings</u> OTPS savings by reducing the costs for some services through insourcing, negotiating savings, and ending contracts for services which are no longer needed.		(3,689)	(3,570)	-	-	-
<u>MOME Program Cost Reductions</u> The Mayor's Office of Media and Entertainment (MOME) will achieve savings by reducing the costs of programs associated with the Incentive Fund.		(226)	(236)	(236)	(236)	(236)
<u>PS Savings</u> The agency will achieve savings from delays in filling vacant positions.		(386)	(146)	-	-	-
Preliminary Plan						
<u>IT Savings</u> The Department of Information Technology & Telecommunications (DoITT) will realize savings by reducing the costs for some services through insourcing, negotiating savings, and reviewing contract needs.		(4,169)	(5,597)	(4,943)	(4,943)	(4,943)
<u>Broadband Savings Adjustment</u> Broadband savings adjustment.		(226)	-	-	-	-
<u>MOME Incentive Fund Savings</u> The Mayor's Office of Media and Entertainment (MOME) will achieve savings by reducing the costs of programs associated with the Incentive Fund.		(453)	(474)	(474)	(474)	(474)
<u>Office of the CTO PS Savings</u> The agency will achieve savings from delays in filling vacant positions.		(109)	-	-	-	-
Executive Plan						
<u>IT Savings</u> The agency will realize savings by reducing the costs for some services through insourcing, negotiating savings, or eliminating services that are no longer needed. In addition, savings will be realized due to delays in the rollout of software across the agency.		(4,038)	-	-	-	-

FY19 November + Preliminary + Executive

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

Department of Information Technology & Telecom. (cont.)	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
Executive Plan						
<u>Building Maintenance Savings</u> The agency will realize savings due to various one-time building improvements that had lower than anticipated costs or are no longer needed.		(3,300)	(3,000)	(3,000)	(3,000)	(3,000)
<u>MOME Accruals</u> The Mayor's Office of Media and Entertainment (MOME) will achieve savings due to delayed hiring.		(150)	-	-	-	-
<u>MOME- Incentive Fund Savings</u> The Mayor's Office of Media and Entertainment (MOME) will achieve savings by reducing the costs of programs associated with the Incentive Fund.		(423)	(460)	(460)	(460)	(460)
<u>PS Savings</u> The agency will achieve savings in the current fiscal year and in FY 2019 from delays in filling vacant positions.		(121)	(4,500)	-	-	-
<u>Vacancy Reductions</u> Vacancy reductions across the agency.	(28) C	-	-	-	-	-
Agency Total	(28) C	(17,290)	(17,983)	(9,113)	(9,113)	(9,113)

Department of Investigation	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
November Plan						
<u>OTPS Savings</u> OTPS savings in FY18 and FY19.		(315)	(324)	-	-	-
<u>Executive Plan</u>						
<u>OTPS Savings</u> OTPS Savings		(624)	(642)	-	-	-
<u>Vacancy Reductions</u> Vacancy reductions across the agency.	(7) C	-	(534)	-	-	-
Agency Total	(7) C	(939)	(1,500)	-	-	-

C = Civilian, P = Pedagogical, U = Uniform

FY19 November + Preliminary + Executive

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

Department of Parks and Recreation	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
November Plan						
<u>Full-Time Accrual Savings</u>		-	(1,000)	-	-	-
Savings associated with delays in hiring and filling general vacancies in full-time headcount.						
<u>OTPS Savings</u>		(1,000)	-	-	-	-
Estimated savings generated from unspent contracts/purchase orders at the end of the fiscal year.						
<u>Seasonal Accrual Savings</u>		(1,500)	(1,500)	-	-	-
Savings associated with delays in hiring and filling general vacancies in seasonal headcount.						
Preliminary Plan						
<u>Citi Postal Lease Payments</u>		(3,500)	(3,500)	-	-	-
The Department of Parks and Recreation expects to collect new revenue from rental payments pursuant to the pre-existing CitiPostal lease agreement on the CitiStorage property in North Brooklyn near Bushwick Inlet Park.						
<u>Other Than Personal Services (OTPS) Accruals</u>		(1,000)	-	-	-	-
Estimated savings generated from unspent contracts/purchase orders at the end of the fiscal year.						
Executive Plan						
<u>Reclassification of Rental Payments</u>		-	(1,891)	-	-	-
Transfer rental payment revenue to the general fund.						
<u>Vacancy Reductions</u>	(49) C	-	(2,645)	-	-	-
Vacancy reductions across the agency.						
Agency Total	(49) C	(7,000)	(10,536)	-	-	-

FY19 November + Preliminary + Executive

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

Department of Probation	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
November Plan						
<u>Telecommunications Savings</u> The Department of Probation will save by upgrading telecommunications, which includes converting to Voice over IP (VoIP) and decommissioning fax lines.		(100)	(250)	(250)	(250)	(250)
<u>DUI/DWI Supervision Revenue</u> Individuals on probation for DUI/DWI offenses pay a supervision fee to the Department of Probation. The Department anticipates an increase in supervision fee revenue in FY18 and over the four-year plan.		(150)	(150)	(150)	(150)	(150)
<u>PS Accruals</u> Savings related to hiring delays and a decline in longevity differential spending.		(536)	(297)	(297)	-	-
Preliminary Plan						
<u>OTPS Savings</u> OTPS savings due to procurement delays for vehicle replacements.		-	(198)	-	-	-
<u>Personal Services Accruals</u> Personal Services savings due to hiring delays.		(1,304)	-	-	-	-
Executive Plan						
<u>Deferred Printer Replacement Savings</u> Savings tied to deferred printer replacement.		-	(54)	-	-	-
<u>PS Accruals</u> PS accruals due to hiring delays.		(600)	(127)	-	-	-
<u>Vacancy Reductions</u> Vacancy reductions across the agency.	(11) C	-	(551)	-	-	-
Agency Total	(11) C	(2,690)	(1,627)	(697)	(400)	(400)

FY19 November + Preliminary + Executive

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

Department of Records & Information Services	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
November Plan						
<u>Contract Savings</u> The agency will achieve economies of scale by incorporating supply and material costs for future projects into a single contract proposal rather than purchasing through separate contracts.		(14)	-	-	-	-
<u>PS Savings</u> Savings from delays in filling vacant positions.		(63)	-	-	-	-
<u>Savings from Staff Expected to Separate</u> The agency anticipates savings related to staff retirements and/or resignations.		-	(64)	-	-	-
<u>Tax Photo Revenue</u> Additional revenue from the sale of recently acquired photos of 1940s property tax records.		-	(20)	-	-	-
<u>Central Park Book Sales</u> The Department of Records and Information Services will receive royalties from the sale of the first 10,000 copies of a book on Central Park for the use of proprietary photographs and drawings.		-	(40)	-	-	-
Preliminary Plan						
<u>Contractual Savings</u> Savings from elimination of services that are no longer needed. In addition, the agency has identified savings due to the delay in registering contracts.		(42)	(18)	-	-	-
<u>PS Savings</u> The agency will achieve savings from delays in filling vacant positions.		(113)	(70)	-	-	-
Executive Plan						
<u>PS Savings</u> The agency will achieve savings through delays in filling vacant positions.		(150)	-	-	-	-
<u>Vacancy Reductions</u> Vacancy reductions across the agency.	(3) C	-	(31)	-	-	-
Agency Total	(3) C	(382)	(244)	-	-	-

FY19 November + Preliminary + Executive

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

Department of Sanitation	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
November Plan						
<u>Landfill Gas - Environmental Attributes Credits</u>		(3,476)	(5,516)	-	-	-
The Department of Sanitation will realize additional revenue connected to the sale of credits for landfill gas collected at Fresh Kills landfill.						
<u>Marine Transfer Station Charges</u>		(1,960)	-	-	-	-
Additional revenue from the delivery of paper waste to vendor through Marine Transfer Stations.						
<u>Recovery of Refrigerant</u>		(200)	-	-	-	-
Increase in revenue from fees collected related to the removal of appliance refrigerant.						
<u>Marine Transfer Station Staffing PS Accruals</u>		(1,187)	-	-	-	-
Savings related to unfilled positions in Marine Transfer Stations.						
Executive Plan						
<u>Landfill Gas - Environmental Attributes Credits</u>		(1,351)	-	-	-	-
The Department of Sanitation will realize additional revenue connected to the sale of credits for landfill gas collected at Fresh Kills landfill.						
<u>Landfill Post-Closure Costs</u>		(980)	-	-	-	-
Post-closure costs at Fresh Kills Landfill will be lower than previously budgeted.						
<u>Lease Reestimate</u>		-	(3,453)	(4,387)	(1,220)	(184)
Adjustment driven by updated timing of new leases based on revised project schedules.						
<u>Organics Processing</u>		(3,647)	-	-	-	-
DSNY is projected to have a surplus in organics processing contracts.						
<u>State Recycling Grants</u>		(8,884)	-	-	-	-
Reflection of state grant funding received but not previously reflected in the budget.						
<u>Waste Export</u>		(7,000)	-	-	-	-
DSNY is projected to have a surplus in waste export contracts.						
Agency Total		(28,686)	(8,969)	(4,387)	(1,220)	(184)

FY19 November + Preliminary + Executive

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Department of Small Business Services	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
November Plan						
<u>Agency OTPS Savings</u> The Department of Small Business Services will achieve OTPS savings by spending less on outreach, marketing, and training programs.		(198)	(386)	(347)	(292)	(292)
<u>Agency PS savings</u> The Department of Small Business Services will achieve savings in the current year through delayed hiring.		(307)	-	-	-	-
<u>OER Jumpstart Savings</u> The Mayor's Office of Environmental Remediation (OER) will have lower than expected funding needs for various eligible projects associated with the Jumpstart program.		(57)	(40)	-	-	-
<u>TGI Savings - Electricity</u> The Trust for Governors Island (TGI) will achieve savings by paying less for electricity.		(176)	(171)	-	-	-
<u>Preliminary Plan</u>						
<u>OER Jumpstart Savings</u> The Mayor's Office of Environmental Remediation (OER) will have lower than expected funding needs for various eligible projects associated with the Jumpstart program.		(355)	-	-	-	-
<u>SBS OTPS Savings</u> SBS will achieve OTPS savings by spending more efficiently on outreach, marketing, and training programs.		(449)	(524)	(457)	(350)	(350)
<u>SBS PS Savings</u> SBS will achieve savings in the current year and out years through delayed hiring.		(571)	(100)	(100)	-	-
<u>TGI Savings</u> The Trust for Governors Island (TGI) will achieve savings by reducing spending on contracted services that support the island's infrastructure.		(347)	(338)	(315)	(315)	(315)

FY19 November + Preliminary + Executive

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

Department of Small Business Services (cont.)	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
Executive Plan						
<u>OER Savings</u> The Mayor's Office of Environmental Remediation (OER) will have lower than expected funding needs for its Jumpstart and Brownfields programs.		(2,171)	(98)	-	-	-
<u>SBS OTPS Savings</u> SBS will achieve savings by spending more efficiently on outreach, marketing, and training programs.		-	(380)	(395)	(264)	(264)
<u>SBS PS Savings</u> SBS will achieve savings in the current year through delayed hiring.		(427)	-	-	-	-
<u>TGI Savings</u> The Trust for Governors Island (TGI) will achieve savings by reducing spending on the island's ground maintenance and ferry services.		(330)	(331)	(331)	(331)	(331)
<u>Vacancy Reductions</u> Vacancy reductions in the Business Support and Neighborhood Development program area.	(7) C	-	(460)	-	-	-
Agency Total	(7) C	(5,388)	(2,827)	(1,945)	(1,551)	(1,551)

Department of Social Services	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
November Plan						
<u>Residential Treatment Service Centers</u> Savings resulting from a lower caseload in residential substance abuse treatment.		(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
<u>Preliminary Plan</u>						
<u>Fringe Benefits Reimbursement</u> Federally negotiated fringe reimbursement rate will result in additional HRA revenues that offset City costs.		(34,310)	(17,715)	(17,715)	(17,715)	(17,715)

FY19 November + Preliminary + Executive

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

Department of Social Services (cont.)	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
Executive Plan						
<u>Subsidized Job Re-estimate</u> Re-estimate for Department of Sanitation Job Training Participant street cleaning program.		(3,000)	-	-	-	-
<u>Vacancy Reductions</u> Vacancy reductions across the agency.	(55) C	-	-	-	-	-
Agency Total	(55) C	(42,310)	(22,715)	(22,715)	(22,715)	(22,715)

Department of Transportation	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
November Plan						
<u>Flag Repair Fund Switch</u> State funding of bridge flag repairs reduces City's funding share.	(10) C	(1,014)	(1,014)	(1,014)	(1,014)	(1,014)
<u>Headcount Reduction</u> Savings attributed to headcount decrease.	(13) C	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
<u>More Efficient Data Collection</u> The Department of Transportation proposes using less expensive video cameras and computer analysis contracts for projects where manual traffic surveys are inefficient.		-	(100)	(100)	(100)	(100)
<u>Recognize Overtime Savings</u> Savings from implementing an overtime cap for administrative and field Parking division staff.		(250)	(250)	(250)	(250)	(250)
<u>Sign Reduction</u> Consolidation of curbside parking regulatory signs will result in savings.		(50)	(100)	(100)	(100)	(100)
<u>Skiff Boat Savings - Fed Funds</u> The Department of Transportation will use existing Federal funding for contracted rescue boat services during repairs on City bridges.		(187)	(747)	(747)	(560)	-
<u>1% Contract Reduction</u> Baseline 1% reduction to contract funding.		(1,145)	(1,145)	(1,145)	(1,145)	(1,145)

FY19 November + Preliminary + Executive

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

Department of Transportation (cont.)	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
Preliminary Plan						
<u>Federal funding for installation of pavement safety markings</u> DOT will use federal funding for installation of pavement safety markings on City interstate expressways and parkways.		(800)	-	-	-	-
<u>Graphic Design In-Sourcing</u> DOT will hire a graphic designer to perform work currently done through a contract.	1 C	-	(114)	(114)	(114)	(114)
<u>Signage Communication Improvement</u> DOT will remove redundant signage.		(69)	(138)	(138)	(138)	(138)
<u>Lease Savings</u> Surplus funding in DOT's lease budget will be reduced.		(1,054)	(1,054)	-	-	-
<u>One Additional Week of IFA Resurfacing</u> The Department of Transportation's Roadway Repair and Maintenance division extended the resurfacing season by one week, ending December 16th instead of December 9th. The additional week of capitally eligible work has resulted in a one-time savings to the expense budget.		(900)	-	-	-	-
<u>Pay-By-Cell Contract Savings</u> Surplus funding in the Pay-By-Cell contract.		(932)	(932)	-	-	-
<u>Reduction of Contract Surplus</u> New procurement methods have resulted in more competitive bids for several street marking contracts. DOT will do less work than originally anticipated while the new vendors are being established.		(6,000)	(4,100)	-	-	-
<u>Reduction of Surplus in Bridge Maintenance PS Funds</u> Hiring delays.		(630)	-	-	-	-
<u>Reduction of Surplus IT&T PS Funds</u> Hiring delays.		(500)	(500)	-	-	-
<u>Reduction of surplus positions</u> DOT will reduce vacant mechanic positions.	(5) C	(421)	(421)	-	-	-

FY19 November + Preliminary + Executive

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

Department of Transportation (cont.)	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
Executive Plan						
<u>Organizational Restructuring</u> Savings will be realized from restructuring the Auditor General's Office.	(1) C	(20)	(80)	(80)	(80)	(80)
<u>Contract Surplus Due to Delays</u> Reductions due to delay of Gowanus High Occupancy Vehicle lane contract registration.		(1,400)	(700)	-	-	-
<u>Deer Management Outreach</u> Savings related to completion of Deer Management driver awareness program for less than budgeted amount.		-	(100)	-	-	-
<u>Grant Revenue Reconciliation</u> Reconciliation of grant revenue from non-city sources.		(8,135)	-	-	-	-
<u>Reduce Administrative Overtime</u> Savings from projected reductions in overtime spending for various administrative positions.		(342)	(342)	-	-	-
<u>Salary Surplus from Vacant Positions</u> DOT will realize salary savings associated with vacant positions.		(1,500)	(1,500)	-	-	-
<u>State Grant for Speed Humps Installation</u> Additional State funding is made available to fund speed hump installations.		(1,030)	(1,030)	-	-	-
<u>Vacancy Reductions</u> Vacancy reductions in the traffic program.	(52) C	-	(2,303)	-	-	-
Agency Total	(80) C	(27,377)	(17,668)	(4,686)	(4,500)	(3,940)

Department of Veterans' Services	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
Executive Plan						
<u>PS Accruals</u> The agency will achieve savings in the current fiscal year from personal service accruals.		(81)	-	-	-	-
Agency Total		(81)	-	-	-	-

C = Civilian, P = Pedagogical, U = Uniform

FY19 November + Preliminary + Executive

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

Department of Youth & Community Development	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
November Plan						
<u>Agency Accruals</u> Current year agency accruals.		(3,000)	-	-	-	-
Preliminary Plan						
<u>Current Year Accruals</u> Current year accruals.		(5,000)	-	-	-	-
Executive Plan						
<u>Agency Reestimate</u> Agency Re-estimate.		(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
<u>Vacancy Reductions</u> Vacancy reductions across the agency.	(9) C	-	(548)	-	-	-
Agency Total	(9) C	(9,000)	(1,548)	(1,000)	(1,000)	(1,000)

Equal Employment Practices Commission	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
Executive Plan						
<u>Vacancy Reductions</u> Vacancy reductions across the agency.	(1) C	-	(50)	-	-	-
Agency Total	(1) C	-	(50)	-	-	-

Financial Information Services Agency	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
November Plan						
<u>Maintenance Reduction</u> Savings related to the lower cost of maintaining newer equipment.		(500)	-	-	-	-
<u>PS Savings</u> The agency will achieve savings in the current fiscal year and in FY 2019 from delays in filling vacant positions.		(250)	(500)	-	-	-

FY19 November + Preliminary + Executive

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

Financial Information Services Agency	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
Preliminary Plan						
<u>Labor Allocation Credit</u> Reimbursement for staff and security costs associated with office renovation.		(243)	-	-	-	-
<u>PS Savings</u> The agency will achieve savings in the current fiscal year and in FY 2019 from delays in filling vacant positions.		(100)	(110)	-	-	-
<u>Rent Credit</u> The agency will receive a one-time rent credit in FY 2018 for a temporary reduction in leased space due to renovations.		(204)	-	-	-	-
Executive Plan						
<u>PS Savings</u> The agency will achieve savings in the current fiscal year through delays in filling vacant positions.		(700)	-	-	-	-
<u>Rent Re-Estimate</u> The agency will realize savings due to a re-estimate of operating costs for leased space.		(1,170)	-	-	-	-
<u>Supplies and Materials Re-Estimate</u> The agency will realize savings due to lower than anticipated costs for supplies and materials.		(300)	-	-	-	-
<u>Vacancy Reductions</u> Savings associated with agencywide vacancy reductions.	(7) U	-	(758)	-	-	-
Agency Total	(7) U	(3,467)	(1,368)	-	-	-

Fire Department	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
Preliminary Plan						
<u>Fire Prevention Revenue</u> The Bureau of Fire Prevention is projected to generate additional revenue from increased safety inspections. This trend is expected to continue in the out years.		(1,500)	(1,500)	(1,500)	(1,500)	(1,500)
Agency Total		(1,500)	(1,500)	(1,500)	(1,500)	(1,500)

FY19 November + Preliminary + Executive

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

Housing Preservation and Development	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
November Plan						
<u>AEP PS Funding Swap</u> The Department of Housing Preservation and Development will use CDBG funds instead of City funds for two positions within the Alternative Enforcement Program.	(2) C	(95)	(95)	(95)	(95)	(95)
<u>Homeless Re-Rentals Funding Swap</u> The Department of Housing Preservation and Development will use CDBG funds instead of City funds for four positions within the Homeless Re-Rentals unit.	(4) C	(281)	(281)	(281)	(281)	(281)
<u>Neighborhood Restore</u> The Department of Housing Preservation and Development will achieve savings by reducing the operating subsidy provided to Neighborhood Restore.		-	(119)	(119)	(119)	(119)
<u>PS Savings</u> The Department of Housing Preservation and Development will realize tax levy savings from attrition.		(100)	(100)	(100)	(100)	(100)
Executive Plan						
<u>Affordable New York Housing Program</u> Revenue plan for the Affordable NY Housing program.		-	(3,320)	(1,320)	(320)	(320)
<u>FY18 Three Quarter Housing</u> Fewer than expected clients served in FY18.		(2,000)	-	-	-	-
<u>Penn South Surcharge</u> Revenue related to payment adjustment for residents of Penn South who exceed eligibility requirements.		(490)	-	-	-	-
Agency Total	(6) C	(2,966)	(3,915)	(1,915)	(915)	(915)

FY19 November + Preliminary + Executive

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

Landmarks Preservation Commission	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
November Plan						
<u>Landmark Permit Revenue</u> The Landmarks Preservation Commission will generate additional revenue from an increase in permit applications.		(100)	(100)	(100)	(100)	(100)
Preliminary Plan						
<u>Increased Revenue from Landmark Permits</u> The Landmarks Preservation Commission will generate additional revenue from an increase of activity in permit applications.		(115)	(115)	-	-	-
Executive Plan						
<u>Landmark Permit Increase</u> The Landmarks Preservation Commission will generate additional revenue as applications filed and permits issued continue to increase.		-	(123)	-	-	-
<u>PS Accruals</u> Adjustment to reflect an anticipated PS surplus.		(81)	-	-	-	-
<u>Vacancy Reductions</u> Vacancy reductions across the agency.	(1) C	-	(65)	-	-	-
Agency Total	(1) C	(296)	(403)	(100)	(100)	(100)

Law Department	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
November Plan						
<u>PS Savings</u> The agency will achieve savings from delays in filling vacant positions.		(929)	(1,979)	-	-	-
<u>Sale of Streets</u> The Law Department collected revenue from the sale of streets. The value of the street is established through an appraisal process.		(1,088)	-	-	-	-
Preliminary Plan						
<u>PS Savings</u> The agency will achieve savings from delays in filling vacant positions.		(4,208)	(3,918)	-	-	-

FY19 November + Preliminary + Executive

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

Law Department (cont.)	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
Executive Plan						
PS Savings The agency will achieve savings in the current fiscal year and in FY 2019 from delays in filling vacant positions.		(3,000)	(3,839)	-	-	-
Vacancy Reductions Vacancy reductions across the agency.	(11) C	-	-	-	-	-
Agency Total	(11) C	(9,225)	(9,736)	-	-	-

Mayor's Office of Contract Services	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
November Plan						
PS Savings The agency will achieve savings from delays in filling vacant positions.		(205)	-	-	-	-
Preliminary Plan						
Mayor's Office of Contract Services PS Savings The agency will achieve savings from delays in filling vacant positions.		(435)	-	-	-	-
Executive Plan						
MOCS OTPS Savings The agency has identified savings from other than personal services due to a delay in its relocation to 100 Gold Street.		(429)	-	-	-	-
Agency Total		(1,069)	-	-	-	-

Miscellaneous	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
November Plan						
Fringe Benefit Savings Fringe expenses adjusted based on YTD actual spending.		(93,264)	(95,000)	(125,000)	(155,000)	(185,000)

FY19 November + Preliminary + Executive

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

Miscellaneous (cont.)	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
Executive Plan						
<u>Community College Re-estimate</u> Re-estimate of the Community College Tuition reimbursement expenses based on YTD actual spending		(6,000)	-	-	-	-
<u>Fringe Benefit Savings</u> Fringe benefit savings for Health, FICA, and Supplemental Welfare Benefits due to lower than planned headcount for FY18 January through June.		(36,289)	-	-	-	-
<u>Fringe Vacancy Reductions</u> Fringe savings due to vacancy reductions.		-	(16,859)	-	-	-
<u>Mental Health Re-estimate</u> Re-estimate of Mental Health (fitness to stand trial) payments based on YTD actual spending		(5,000)	-	-	-	-
Agency Total		(140,553)	(111,859)	(125,000)	(155,000)	(185,000)

NYC Emergency Management	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
November Plan						
<u>PS Savings</u> The agency has identified savings due to delays in filling vacant positions.		(229)	-	-	-	-
<u>Preliminary Plan</u>						
<u>Contractual Re-Estimate</u> The agency has identified savings due to a delay in registering a contract.		(102)	-	-	-	-
<u>Executive Plan</u>						
<u>Program Re-Estimate</u> Lower than anticipated website hosting fees.		(120)	-	-	-	-
<u>Road Sensor Program</u> Savings related to funding no longer needed for road sensor installation program.		(400)	(20)	(20)	(20)	(20)
<u>Vacancy Reductions</u> Vacancy reductions across the agency.	(1) C	-	(107)	-	-	-
Agency Total	(1) C	(851)	(127)	(20)	(20)	(20)

C = Civilian, P = Pedagogical, U = Uniform

FY19 November + Preliminary + Executive

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

NYC Taxi & Limousine Commission	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
November Plan						
PS Savings Savings due to hiring delay.		(284)	(512)	-	-	-
Relocation Savings Savings due to the Taxi & Limousine Commission's delay in moving their prosecution unit into the Long Island City facility.		(169)	-	-	-	-
Preliminary Plan						
Additional For-Hire Enforcement To ensure that the growing number of vehicles offering for-hire service are safe and accessible, TLC will see an increase in revenue related to increased field and administrative enforcement to improve compliance with safety, accessibility, and consumer protection standards.		(1,100)	(1,100)	(1,100)	(1,100)	(1,100)
Executive Plan						
Green Grant Surplus Accessible Street Hail Livery (ASHL) Grant surplus due to lower than anticipated demand.		(7,000)	(7,000)	-	-	-
Hiring Delay Savings due to delays in filling vacant positions.		(1,082)	(1,039)	-	-	-
Vacancy Reductions Vacancy reductions largely in Enforcement and Safety/Emissions program areas.	(72) C	-	(804)	-	-	-
Agency Total	(72) C	(9,635)	(10,455)	(1,100)	(1,100)	(1,100)

Office of Administrative Tax Appeals	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
November Plan						
Tax Commission Revenue The Office of Administrative Tax Appeals will generate revenue from filing fees paid in connection with an increased number of property assessment review applications.		(51)	(51)	(51)	(51)	(51)

FY19 November + Preliminary + Executive

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

Office of Administrative Tax Appeals (cont.)	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
Preliminary Plan						
<u>Property Assessment Revenue</u> The Office of Administrative Tax Appeals has re-estimated the revenue from property assessment review applications.		(40)	(39)	-	-	-
<u>PS Savings</u> The agency will achieve savings in the current fiscal year and in FY 2019 from delays in filling vacant positions.		(32)	(43)	-	-	-
<u>Reduction in Overtime</u> The agency will achieve savings in the current fiscal year from a reduction in overtime.		(20)	-	-	-	-
Executive Plan						
<u>Vacancy Reductions</u> Vacancy reductions across the agency.	(2) C	-	(99)	-	-	-
Agency Total	(2) C	(143)	(232)	(51)	(51)	(51)

Office of Administrative Trials & Hearings	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
November Plan						
<u>Lease Savings</u> A delay in the buildout and occupancy of a new office in the Bronx has led to rent savings for FY18 and part of FY19.		(583)	(211)	-	-	-
Preliminary Plan						
<u>Contractual Savings</u> Through competitive bidding, the agency has identified savings for data capture and mail fulfillment service contracts.		(342)	(342)	-	-	-
<u>Electronic Records Management</u> The conversion to digital record retention and development of an electronic case tracking system will result in savings in office supplies.		-	(5)	-	-	-
<u>Security Savings from Office Consolidation</u> Elimination of security costs due to office consolidation.		-	(30)	-	-	-

FY19 November + Preliminary + Executive

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

Office of Administrative Trials & Hearings	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
Preliminary Plan						
<u>Criminal Justice Reform Contractual Savings</u> Re-estimate of contractual services required to implement the Criminal Justice Reform Act.		(79)	(74)	-	-	-
<u>Criminal Justice Reform Courier Service Savings</u> Savings from a re-estimate of usage required for bonded courier service.		(36)	(30)	-	-	-
<u>Lease Savings</u> A delay in buildout and occupancy of leased space has led to one-time rent savings.		(362)	-	-	-	-
<u>PS Savings</u> The agency will achieve savings in FY 2019 from delays in filling vacant positions.		-	(514)	-	-	-
Executive Plan						
<u>Security Cost Savings</u> Reduction in security cost due to office space consolidation.		(15)	-	-	-	-
<u>Lease Savings</u> A delay in buildout and occupancy of leased space has led to one-time rent savings.		-	(194)	-	-	-
<u>PS Savings</u> The agency will achieve savings from delays in filling vacant positions and from a reduction in overtime.		(935)	-	-	-	-
<u>Vacancy Reductions</u> Vacancy reductions across the agency.	(7) C	-	-	-	-	-
Agency Total	(7) C	(2,351)	(1,400)	-	-	-

FY19 November + Preliminary + Executive

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Office of Labor Relations	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
November Plan						
<u>WorkWell Program Savings</u>						
The Office of Labor Relations will realize savings from the WorkWell NYC program due to program launch delays and the in-sourcing of consultant duties.		(155)	(151)	-	-	-
<u>Preliminary Plan</u>						
<u>Contractual Re-Estimate</u>						
The agency has identified savings due to a delay in registering a contract.		(307)	(299)	-	-	-
<u>Executive Plan</u>						
<u>WorkWell Program Savings</u>						
The agency will realize savings from the WorkWell NYC program due to insourcing of consultant duties.		(301)	(293)	-	-	-
Agency Total		(763)	(743)	-	-	-

Office of Management and Budget	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
November Plan						
<u>Lease Savings</u>						
A delay in the buildout and occupancy of leased space has led to one-time rent savings for FY18 for the Mayor's Office of Management and Budget.		(202)	-	-	-	-
<u>Executive Plan</u>						
<u>OMB OTPS Savings</u>						
The agency will realize savings from reductions in equipment maintenance, actuarial consulting services, and travel services.		(200)	(200)	-	-	-
<u>OMB PS Savings</u>						
The agency will realize savings due to reductions in terminal leave expenses.		(100)	(100)	-	-	-
Agency Total		(502)	(300)	-	-	-

FY19 November + Preliminary + Executive

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Office of Payroll Administration	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
Preliminary Plan						
<u>Contractual Savings for Technical Services</u> Due to increased shared services between OPA and FISA, the agency has been able to use IT services procured and funded through FISA.		(25)	(25)	(25)	(25)	(25)
<u>Deferral of Data Processing Equipment and Maintenance Purchases</u> OPA's current stock of data processing equipment will allow the agency to defer replacement of select equipment in FY 2018 and FY 2019. In addition, the agency has forecasted lower maintenance costs in FY 2018 due to some equipment still being under warranty.		(55)	(20)	-	-	-
<u>PS Savings</u> The agency will achieve savings from accruals generated from delays in hiring vacant positions.		(125)	(100)	-	-	-
Executive Plan						
<u>OTPS Savings</u> Due to increased shared services between OPA and FISA, the agency will achieve savings through a reduction in duplicative services.		(5)	(35)	-	-	-
<u>PS Savings</u> The agency will achieve savings through delays in filling vacant positions and reductions in overtime.		(100)	-	-	-	-
<u>Vacancy Reductions</u> Savings associated with agencywide vacancy reductions.	(6) U	-	(523)	-	-	-
Agency Total	(6) U	(310)	(703)	(25)	(25)	(25)

Office of the Actuary	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
November Plan						
<u>Reduction of Actuarial Consulting Services</u> The Office of the Actuary will effect savings by insourcing some previously outsourced actuary services.		-	(740)	(765)	(790)	(790)
Agency Total		-	(740)	(765)	(790)	(790)

FY19 November + Preliminary + Executive

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

Office of the Mayor	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
November Plan						
<u>PS Savings</u> The Mayor's Office has identified savings from delays in filling vacant positions in FY18, and expects similar savings in FY 19.		(447)	(439)	-	-	-
<u>Preliminary Plan</u>						
<u>Mayor's Office PS Savings</u> The agency will achieve savings from delays in filling vacant positions.		(1,000)	-	-	-	-
<u>Executive Plan</u>						
<u>PS Savings</u> The agency will achieve savings in the current fiscal year through delays in filling vacant positions.		(1,746)	-	-	-	-
Agency Total		(3,193)	(439)	-	-	-

Police Department	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
November Plan						
<u>Civilian Accruals</u> Savings as a result of delayed civilian hiring.		(19,595)	-	-	-	-
<u>Preliminary Plan</u>						
<u>Civilian Accruals</u> Savings as a result of delayed civilian hiring.		-	(19,595)	-	-	-
<u>Increased Reimbursements for Athletic Events</u> The New York City Police Department will generate additional revenue from fees charged for traffic management at annual non-charitable athletic events.		-	(762)	(762)	(762)	(762)
<u>Programming Accruals</u> Programming accruals as a result of an extended construction build-out for NYPD's community center.		(621)	-	-	-	-

FY19 November + Preliminary + Executive

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Police Department (cont.)	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
Executive Plan						
Civilian Accruals Savings as a result of delayed civilian hiring.		(1,972)	(30,434)	-	-	-
Vacancy Reductions Reduction of 200 civilian vacancies.	(200) C	-	-	-	-	-
Agency Total	(200) C	(22,188)	(50,792)	(762)	(762)	(762)

Procurement Savings	City Personnel as of 6/30/19 Increase/ (Decrease)	FY18	FY19	FY20	FY21	FY22
Preliminary Plan						
Procurement Savings Agencies will procure goods and services with greater efficiency through improved management and will reduce the City's OTPS costs by \$55.5 million.		-	(55,519)	-	-	-
Agency Total		-	(55,519)	-	-	-

Efficiencies By Type

Business Process Redesign: Procurement

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