

The City of New York
November 2018 Financial Plan

Bill de Blasio, Mayor
Mayor's Office of Management and Budget
Melanie Hartzog, Director

Citywide Savings Program

November 2018

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Citywide Savings Program Overview

The Citywide Savings Program in the November 2018 Financial Plan 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 November Plan, OMB and City agencies have produced savings of \$592 million in FY19 and FY20 through the implementation of 118 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.

Ten 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 this Savings Program, 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 (e.g. 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 Table and Highlights

FY20 November - Savings Summary By Agency

\$ in 000's

	<u># of Initiatives</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>
Uniformed Forces					
Fire Department	2	(\$ 3,128)	(\$ 977)	(\$ 977)	(\$ 977)
Department of Correction	2	(\$ 20,901)	(\$ 23,759)	(\$ 2,308)	(\$ 2,308)
Department of Sanitation	2	(\$ 6,513)	(\$ 9,424)	(\$ 350)	(\$ 350)
Subtotal	6	(\$ 30,542)	(\$ 34,160)	(\$ 3,635)	(\$ 3,635)
Health and Welfare					
Administration for Children's Services	3	(\$ 9,969)	(\$ 2,764)	(\$ 2,764)	(\$ 2,764)
Department of Social Services	2	(\$ 9,450)	-	-	-
Department of Homeless Services	1	(\$ 292)	-	-	-
Department for the Aging	1	-	(\$ 281)	(\$ 281)	(\$ 281)
Department of Youth & Community Development	1	-	(\$ 548)	(\$ 548)	(\$ 548)
Department of Health & Mental Hygiene	5	(\$ 17,627)	(\$ 3,838)	(\$ 3,838)	(\$ 3,838)
Subtotal	13	(\$ 37,338)	(\$ 7,430)	(\$ 7,430)	(\$ 7,430)
Other Agencies					
Department of Buildings	2	(\$ 3,071)	(\$ 2,863)	(\$ 2,688)	(\$ 2,694)
Department of City Planning	5	(\$ 1,895)	(\$ 353)	(\$ 353)	(\$ 353)
Department of Citywide Administrative Services	6	(\$ 823)	(\$ 1,317)	(\$ 1,117)	(\$ 1,117)
Department of Environmental Protection	4	(\$ 828)	(\$ 1,718)	(\$ 868)	(\$ 868)
Department of Finance	2	(\$ 3,200)	(\$ 7,107)	(\$ 3,907)	(\$ 3,907)
Department of Information Technology & Telecom.	3	(\$ 1,845)	(\$ 344)	(\$ 344)	(\$ 344)
Department of Parks and Recreation	4	(\$ 7,500)	(\$ 6,224)	(\$ 2,264)	(\$ 2,264)
Department of Probation	2	(\$ 1,922)	(\$ 551)	(\$ 551)	(\$ 551)
Department of Small Business Services	5	(\$ 700)	(\$ 1,905)	(\$ 1,905)	(\$ 1,905)
Department of Transportation	13	(\$ 9,193)	(\$ 9,431)	(\$ 5,201)	(\$ 5,204)
Financial Information Services Agency	3	(\$ 290)	(\$ 978)	(\$ 758)	(\$ 758)
Housing Preservation and Development	2	(\$ 3,726)	(\$ 2,900)	-	-
Law Department	2	(\$ 7,525)	-	-	-
NYC Taxi & Limousine Commission	2	(\$ 833)	(\$ 1,498)	(\$ 804)	(\$ 804)
Office of Payroll Administration	3	(\$ 249)	(\$ 643)	(\$ 523)	(\$ 523)
All Other Agencies	21	(\$ 2,413)	(\$ 1,952)	(\$ 564)	(\$ 564)
Subtotal	79	(\$ 46,013)	(\$ 39,784)	(\$ 21,847)	(\$ 21,856)
Education					
Department of Education	8	(\$ 53,338)	(\$ 44,329)	(\$ 44,329)	(\$ 44,329)
Subtotal	8	(\$ 53,338)	(\$ 44,329)	(\$ 44,329)	(\$ 44,329)
Other					
Miscellaneous	2	(\$ 1,251)	(\$ 17,829)	(\$ 18,720)	(\$ 19,586)
Debt Service	8	(\$ 159,914)	(\$ 118,969)	(\$ 175,023)	(\$ 174,469)
Citywide Initiatives	2	-	(\$ 1,414)	(\$ 3,314)	(\$ 5,121)
Subtotal	12	(\$ 161,165)	(\$ 138,211)	(\$ 197,058)	(\$ 199,177)
CITYWIDE SAVINGS PROGRAM TOTAL	118	(\$ 328,396)	(\$ 263,914)	(\$ 274,298)	(\$ 276,426)
		(\$ 592,310)			

Savings Initiative Highlights

Budget Reduction

- Business Process Redesign
 - The Department of Citywide Administrative Services (DCAS) will create central Citywide consulting services contracts in place of multiple separate agency consulting contracts. This will save money through better pricing, increased oversight, and elimination of work overlap.
 - The Department of Education (DOE) will achieve savings from the consolidation of 13 schools as of the end of the 2017-2018 school year. Savings are generated from consolidating overhead costs.
- Reduce and Repurpose
 - The Department of Transportation (DOT) will realize savings by insourcing some concrete production by using recently purchased concrete mixers and in-house crews instead of buying concrete from private vendors.
- People and Space
 - City agencies will reduce costs and create pathways for newly titled Auto Service Workers staff who will perform basic auto maintenance tasks. This initiative builds on previous savings initiatives to align City auto worker titles with industry best practices.
 - The Office of Chief Medical Examiner (OCME) will hire two full time stationary engineers to reduce overtime.
- Reimbursements
 - DOT will realize revenue from a new smart grid agreement with Con Edison to increase the number of its equipment structures placed on DOT's street light poles.

II.

Savings Initiatives by Agency

FY20 November Budget

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 6/30/20 Increase/ (Decrease)	FY19	FY20	FY21	FY22
November Plan					
<u>Agencywide Vacancy Reductions</u> Agencywide Vacancy Reductions	(100) C	-	(2,764)	(2,764)	(2,764)
<u>Fringe Reimbursement - ACS</u> Federally negotiated fringe reimbursement rate will result in additional ACS revenues that offset City costs.		(7,969)	-	-	-
<u>Head Start Realignment</u> Realignment of Head Start grant to properly reflect reimbursement of related lease costs.		(2,000)	-	-	-
Agency Total	(100) C	(9,969)	(2,764)	(2,764)	(2,764)

Board of Correction	City Personnel as of 6/30/20 Increase/ (Decrease)	FY19	FY20	FY21	FY22
November Plan					
<u>Vacancy Reductions</u> Vacancy reduction.	(1) C	-	(78)	(78)	(78)
Agency Total	(1) C	-	(78)	(78)	(78)

City Clerk	City Personnel as of 6/30/20 Increase/ (Decrease)	FY19	FY20	FY21	FY22
November Plan					
<u>OTPS Savings</u> The agency will achieve savings in FY19 by delaying the scanning of archived records.		(176)	-	-	-
Agency Total		(176)	-	-	-

FY20 November Budget

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

Citywide Initiatives	City Personnel as of 6/30/20	FY19	FY20	FY21	FY22
	Increase/ (Decrease)				
November Plan					
<u>Auto Service Workers II</u>		-	(1,414)	(2,814)	(4,621)
City agencies will reduce costs and create pathways for newly titled Auto Service Workers staff who will perform basic auto maintenance tasks. This initiative builds on previous savings initiatives to align City auto worker titles with industry best practices.					
<u>Consolidating Consultant Contracts</u>		-	-	(500)	(500)
The Department of Citywide Administrative Services will create central Citywide consulting services contracts in place of multiple separate agency consulting contracts. This will save money through better pricing, increased oversight, and elimination of work overlap.					
Citywide Total		-	(1,414)	(3,314)	(5,121)

Conflicts of Interest Board	City Personnel as of 6/30/20	FY19	FY20	FY21	FY22
	Increase/ (Decrease)				
November Plan					
<u>COIB Revenue</u>		(25)	(25)	-	-
The COIB has increased the level of outreach and training into government ethics violations which will lead to increased enforcement and revenue.					
Agency Total		(25)	(25)	-	-

Debt Service	City Personnel as of 6/30/20	FY19	FY20	FY21	FY22
	Increase/ (Decrease)				
November Plan					
<u>DASNY HHC Refunding</u>		(25,600)	(22,365)	(22,345)	(22,145)
DASNY HHC Refunding					
<u>GO Earnings on Proceeds</u>		-	250	25	(575)
GO Earnings on Proceeds					

FY20 November Budget

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

Debt Service (continued)	City Personnel as of 6/30/20 <small>Increase/ (Decrease)</small>	FY19	FY20	FY21	FY22
November Plan					
<u>GO Projected Debt Service</u>		-	(1,445)	(5,925)	(4,546)
GO Projected Debt Service					
<u>GO Refunding & Reoffering</u>		(23,975)	(22,797)	(22,721)	(24,559)
GO Refunding & Reoffering					
<u>GO Swap Payments</u>		(3,625)	-	-	-
GO Swap Payments					
<u>GO Swap Receipts</u>		7,970	-	-	-
GO Swap Receipts					
<u>GO Variable Rate Interest</u>		(51,562)	(3,232)	(2,586)	(1,940)
GO Variable Rate Interest					
<u>TFA Retention</u>		(63,122)	(69,380)	(121,472)	(120,704)
TFA Retention					
Agency Total		(159,914)	(118,969)	(175,023)	(174,469)

Department for the Aging	City Personnel as of 6/30/20 <small>Increase/ (Decrease)</small>	FY19	FY20	FY21	FY22
November Plan					
<u>Vacancy Reductions</u>	(7) C	-	(281)	(281)	(281)
Agencywide vacancy reductions.					
Agency Total	(7) C	-	(281)	(281)	(281)

FY20 November Budget

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

Department of Buildings	City Personnel as of 6/30/20 Increase/ (Decrease)	FY19	FY20	FY21	FY22
November Plan					
<u>Increased Enforcement</u> The Department of Buildings will increase penalty enforcement of unauthorized construction.		(3,071)	(2,863)	(2,688)	(2,694)
<u>Vacancy Reductions</u> DOB vacancy reductions.	(35) C	-	-	-	-
Agency Total	(35) C	(3,071)	(2,863)	(2,688)	(2,694)

Department of City Planning	City Personnel as of 6/30/20 Increase/ (Decrease)	FY19	FY20	FY21	FY22
November Plan					
<u>DCP Reg Plan HC Conversion</u> Use federal Community Development Block Grant resources instead of City Tax Levy to fund DCP Regional Planning staff.	(2) C	(95)	(190)	(190)	(190)
<u>EIS Budget Savings 1</u> DCP will achieve savings through the re-estimation of EIS funding in FY19.		(1,000)	-	-	-
<u>EIS Budget Savings 2</u> DCP will achieve savings through the re-estimation of EIS funding in FY19.		(600)	-	-	-
<u>PS Accruals</u> DCP will achieve savings through PS accruals.		(200)	-	-	-
<u>Vacancy Reductions</u> Vacancy reductions.	(2) C	-	(164)	(164)	(164)
Agency Total	(4) C	(1,895)	(353)	(353)	(353)

FY20 November Budget

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 6/30/20 Increase/ (Decrease)	FY19	FY20	FY21	FY22
November Plan					
<u>Demand Response Rebate</u> DCAS will receive incentive payments for installing energy conservation measures at a Rikers Island Cogeneration Plant.		-	(200)	-	-
<u>Fringe Reimbursement - DCAS</u> NY State will reimburse DCAS for Court Officers Training Academy staff fringe benefits.		(153)	(306)	(306)	(306)
<u>Reimbursement for Annuity Payments</u> NY State will reimburse DCAS for the cost of annuities paid to court facilities staff.		(300)	(300)	(300)	(300)
<u>Reimbursement for Learning and Development Staff</u> The agency will realize savings due to a re-estimate of PS expenses.	(3) C	(340)	(340)	(340)	(340)
<u>Reimbursement for Overhead</u> NY State will reimburse DCAS for overhead associated with Court Officers Training Academy staff.		(30)	(60)	(60)	(60)
<u>Vacancy Reductions</u> Vacancy reductions across the agency.	(26) C	-	(110)	(110)	(110)
Agency Total	(29) C	(823)	(1,317)	(1,117)	(1,117)

Department of Consumer Affairs	City Personnel as of 6/30/20 Increase/ (Decrease)	FY19	FY20	FY21	FY22
November Plan					
<u>PS Accruals</u> PS accruals.		(250)	(250)	-	-
<u>Vacancy Reductions</u> Vacancy Reduction.	(6) C	-	-	-	-
Agency Total	(6) C	(250)	(250)	-	-

FY20 November Budget

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

Department of Correction	City Personnel as of 6/30/20	FY19	FY20	FY21	FY22
	Increase/ (Decrease)				
November Plan					
<u>PS Accruals</u>		(20,901)	(21,451)	-	-
PS accruals.					
<u>Vacancy Reductions</u>	(230) C	-	(2,308)	(2,308)	(2,308)
Vacancy reduction.					
Agency Total	(230) C	(20,901)	(23,759)	(2,308)	(2,308)

Department of Cultural Affairs	City Personnel as of 6/30/20	FY19	FY20	FY21	FY22
	Increase/ (Decrease)				
November Plan					
<u>PS Savings</u>		(100)	(100)	-	-
The agency will achieve savings through delays in filling vacant positions.					
<u>Vacancy Reductions</u>	(2) C	-	(142)	(142)	(142)
Vacancy reductions					
Agency Total	(2) C	(100)	(242)	(142)	(142)

Department of Design and Construction	City Personnel as of 6/30/20	FY19	FY20	FY21	FY22
	Increase/ (Decrease)				
November Plan					
<u>Vacancy Reductions</u>	(1) C	-	(17)	(17)	(17)
Vacancy reductions across the agency.					
Agency Total	(1) C	-	(17)	(17)	(17)

FY20 November Budget

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

Department of Education	City Personnel as of 6/30/20 Increase/ (Decrease)	FY19	FY20	FY21	FY22
November Plan					
<u>Eliminate Holdover Allocations</u>					
Eliminates funding for a small program that supports professional facilitation for administrators and teachers.		(410)	(816)	(816)	(816)
<u>OTPS Surplus</u>					
Savings achieved by eliminating OTPS surplus.		-	(20,000)	(20,000)	(20,000)
<u>School Consolidations</u>					
Savings from the consolidation of 13 schools as of the end of the 2017-2018 school year. Savings are generated from consolidating overhead costs.		(3,728)	(3,728)	(3,728)	(3,728)
<u>Prior Year State Aid Revenue</u>					
Savings related to additional revenue from FY14 due to a NY State Education Department correction.		(15,800)	-	-	-
<u>Program Re-estimate</u>					
Baselined savings from a re-estimate of annual program expenses.		-	(3,538)	(3,538)	(3,538)
<u>SCA Construction Revenue</u>					
Savings related to capital revenue from prior years.		(25,800)	-	-	-
<u>School Food Surplus</u>					
Savings related to the expansion of universal lunch.		(7,600)	(7,600)	(7,600)	(7,600)
<u>Vacancy Reductions</u>					
Vacancy reductions in administrative areas.		(80) C	(8,647)	(8,647)	(8,647)
Agency Total	(80) C	(53,338)	(44,329)	(44,329)	(44,329)

FY20 November Budget

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 6/30/20 Increase/ (Decrease)	FY19	FY20	FY21	FY22
November Plan					
<u>Asbestos Report Fees</u> Increase in asbestos project reporting fees because of a recent Citywide increase in asbestos abatement projects and non-asbestos certifications.		(750)	(800)	-	-
<u>Hydroelectric Property Tax Savings</u> Lower than forecasted property tax expenses for hydroelectric properties upstate.		(78)	(50)	-	-
<u>Vacancy Reductions</u> Vacancy reductions.	(11) C	-	(868)	(868)	(868)
<u>Vacancy Reductions</u> Vacancy reductions.	(65) C	-	-	-	-
Agency Total	(76) C	(828)	(1,718)	(868)	(868)

Department of Finance	City Personnel as of 6/30/20 Increase/ (Decrease)	FY19	FY20	FY21	FY22
November Plan					
<u>Increased Environmental Control Board Revenue</u> Increased collections following the launch of a settlement payment website, a change in some administrative procedures, and increased enforcement.		(3,200)	(3,200)	-	-
<u>Vacancy Reductions</u> Vacancy Reductions.	(53) C	-	(3,907)	(3,907)	(3,907)
Agency Total	(53) C	(3,200)	(7,107)	(3,907)	(3,907)

FY20 November Budget

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	City Personnel as of 6/30/20	FY19	FY20	FY21	FY22
	Increase/ (Decrease)				
November Plan					
<u>OCME Stationary Engineers</u>	2 C	(127)	(127)	(127)	(127)
The Office of Chief Medical Examiner will hire two full time stationary engineers to reduce overtime.					
<u>Federal Salary Sharing</u>		(900)	(900)	(900)	(900)
Recognition of additional Federal Salary Sharing revenues.					
<u>Food and Incentives</u>		(300)	(300)	(300)	(300)
Reduced spending for food and incentives.					
<u>Prior-Year Medicaid Revenue</u>		(16,300)	-	-	-
Medicaid reimbursement for prior-year Early Intervention Services.					
<u>Vacancy Reductions</u>	(65) C	-	(2,512)	(2,512)	(2,512)
Vacancy Reductions					
Agency Total	(63) C	(17,627)	(3,838)	(3,838)	(3,838)

Department of Homeless Services	City Personnel as of 6/30/20	FY19	FY20	FY21	FY22
	Increase/ (Decrease)				
November Plan					
<u>Fringe Reimbursement - DHS</u>		(292)	-	-	-
Federally negotiated fringe reimbursement rate will result in additional DHS revenues that offset City costs.					
Agency Total		(292)	-	-	-

FY20 November Budget

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 6/30/20 Increase/ (Decrease)	FY19	FY20	FY21	FY22
November Plan					
<u>MOME - Incentive Fund Savings</u>		(345)	(344)	(344)	(344)
Savings from reducing costs of the Mayor's Office of Media and Entertainment (MOME) Incentive Fund programs.					
<u>Personal Services Savings</u>		(1,500)	-	-	-
Personal Services savings accrued by vacant positions across the agency.					
<u>Vacancy Reductions</u>	(28) C	-	-	-	-
Vacancy Reductions					
Agency Total	(28) C	(1,845)	(344)	(344)	(344)

Department of Investigation	City Personnel as of 6/30/20 Increase/ (Decrease)	FY19	FY20	FY21	FY22
November Plan					
<u>OTPS Reduction</u>		(463)	(486)	-	-
Reduction in city tax levy OTPS funding.					
Agency Total		(463)	(486)	-	-

Department of Parks and Recreation	City Personnel as of 6/30/20 Increase/ (Decrease)	FY19	FY20	FY21	FY22
November Plan					
<u>Citipostal Payment</u>		-	(3,960)	-	-
Receipt of an additional year of rental payments for the CitiStorage property in North Brooklyn.					
<u>Hudson River Trust Insurance</u>		-	(400)	(400)	(400)
Savings from a reduction in the cost estimate of state-mandated insurance coverage for Hudson River Park.					

FY20 November Budget

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 (continued)	City Personnel as of 6/30/20 Increase/ (Decrease)	FY19	FY20	FY21	FY22
November Plan					
<u>TBTA Revenue Transfer</u> The Department of Parks and Recreation received capital funding from the Triborough Bridge Authority in exchange for vacating its Randall's Island facility. Parks will transfer \$7.5 million of these unspent funds from its capital budget to the general fund.		(7,500)	-	-	-
<u>Vacancy Reductions</u> Vacancy reductions across the agency.	(34) C	-	(1,864)	(1,864)	(1,864)
Agency Total	(34) C	(7,500)	(6,224)	(2,264)	(2,264)

Department of Probation	City Personnel as of 6/30/20 Increase/ (Decrease)	FY19	FY20	FY21	FY22
November Plan					
<u>PS Accruals</u> PS accruals.		(1,922)	-	-	-
<u>Vacancy Reductions</u> Vacancy reduction.	(11) C	-	(551)	(551)	(551)
Agency Total	(11) C	(1,922)	(551)	(551)	(551)

Department of Records & Information Services	City Personnel as of 6/30/20 Increase/ (Decrease)	FY19	FY20	FY21	FY22
November Plan					
<u>PS Savings</u> The agency will achieve savings through delays in filling vacant positions.		(155)	-	-	-
<u>Vacancy Reductions</u> Vacancy reductions across the agency.	(1) C	-	(31)	(31)	(31)
Agency Total	(1) C	(155)	(31)	(31)	(31)

FY20 November Budget

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 6/30/20 Increase/ (Decrease)	FY19	FY20	FY21	FY22
November Plan					
<u>Landfill Gas - Environmental Attributes Credits</u>		(6,163)	(9,074)	-	-
The Department of Sanitation will realize additional revenue connected to the sale of credits for landfill gas collected at Fresh Kills landfill.					
<u>Additional Composting Revenue</u>		(350)	(350)	(350)	(350)
The Department of Sanitation will realize additional revenue from composting waste sales.					
Agency Total		(6,513)	(9,424)	(350)	(350)

Department of Small Business Services	City Personnel as of 6/30/20 Increase/ (Decrease)	FY19	FY20	FY21	FY22
November Plan					
<u>Eff Savings OTPS</u>		-	(1,445)	(1,445)	(1,445)
SBS will achieve savings by aligning the business services budget with updated out year spending projections.					
<u>Eff Savings OTPS WDD</u>		(125)	-	-	-
SBS will achieve savings in the current year in the Workforce Development Division.					
<u>Efficiency Savings - PS</u>		(375)	-	-	-
SBS will achieve savings in the current year through delayed hiring.					
<u>MOER Savings - Jumpstart</u>		(200)	-	-	-
The Mayor's Office of Environmental Remediation (OER) will have lower than expected funding needs for its Jumpstart program.					
<u>Vacancy Reductions</u>	(7) C	-	(460)	(460)	(460)
Vacancy reductions.					
Agency Total	(7) C	(700)	(1,905)	(1,905)	(1,905)

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

Department of Social Services	City Personnel as of 6/30/20 Increase/ (Decrease)	FY19	FY20	FY21	FY22
November Plan					
<u>Administrative Vacancy Reductions</u> Administrative vacancy reductions.	(69) C	-	-	-	-
<u>Fringe Reimbursement - HRA</u> Federally negotiated fringe reimbursement rate will result in additional HRA revenues that offset City costs.		(9,450)	-	-	-
Agency Total	(69) C	(9,450)	-	-	-

Department of Transportation	City Personnel as of 6/30/20 Increase/ (Decrease)	FY19	FY20	FY21	FY22
November Plan					
<u>Con Edison</u> Revenue from a new smart grid agreement with Con Edison to increase the number of its equipment structures placed on DOT's street light poles.		(680)	(741)	(744)	(747)
<u>In-house Concrete Savings</u> The Department of Transportation will realize savings by insourcing some concrete production by using recently purchased concrete mixers and in-house crews instead of buying concrete from private vendors.		-	(353)	(353)	(353)
<u>Bridge Flag Repairs Funding Switch</u> Eligible bridge flag repairs will be charged to state grants.		(705)	(806)	(201)	(201)
<u>Congestion Plan Implementation Savings</u> Surplus due to hiring delays and re-estimate of consultant services.		(375)	(250)	-	-
<u>Cost Reductions Related to Implementing Parking Rate Change</u> The Department of Transportation refined their staffing need and will reprogram parking meters to implement parking rate changes on a compressed schedule, resulting in lower reprogramming costs.	(3) C	(605)	(150)	(150)	(150)

FY20 November Budget

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

Department of Transportation (continued)	City Personnel as of 6/30/20 Increase/ (Decrease)	FY19	FY20	FY21	FY22
November Plan					
<u>Highway Markings Funding Switch</u> Federal Highway Administration funding will support recessed markings installation on highways.		(1,000)	(1,000)	-	-
<u>PS Surplus Due to Hiring Delay</u> Delay in hiring electricians pending the release of the electricians' civil service list.		(368)	-	-	-
<u>Re-Estimate of HIQA Revenue</u> Revenue from summons issuance to utility companies for performing non-compliant work on City streets.		(2,300)	(2,300)	(2,300)	(2,300)
<u>Re-estimate of Security and Cleaning Contracts for Pedestrian Ramp Facilities</u> Due to delays in securing new space for the pedestrian ramp program expansion, the budget for security and cleaning contracts tied to the new space has been re-estimated.		(359)	-	-	-
<u>Re-Estimate of Street Opening Permit Revenue</u> Revenue from additional Street Opening permits due to sustained construction activity and an increase in infrastructure upgrades.		(2,225)	(2,225)	(1,125)	(1,125)
<u>Speed Humps Funding Switch</u> Speed hump work will be charged to state grants.		(249)	(1,279)	-	-
<u>Staten Island Ferry Funding Shift</u> Use Statewide Mass Transportation Operating Assistance (STOA) funding to help fund City's Staten Island Ferry operating expenses.		(327)	(327)	(327)	(327)
<u>Vacancy Reductions</u> Vacancy Reductions.	(52) C	-	-	-	-
Agency Total	(55) C	(9,193)	(9,431)	(5,201)	(5,204)

FY20 November Budget

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 6/30/20	FY19	FY20	FY21	FY22
	Increase/ (Decrease)				
November Plan					
<u>Vacancy Reductions</u>	(9) C	-	(548)	(548)	(548)
Administrative vacancy reductions.					
Agency Total	(9) C	-	(548)	(548)	(548)

Financial Information Services Agency	City Personnel as of 6/30/20	FY19	FY20	FY21	FY22
	Increase/ (Decrease)				
November Plan					
<u>Postage Savings</u>		-	(220)	-	-
Lower than expected postage usage due to electronic fund transfer (EFT) enrollment.					
<u>PS Savings</u>		(290)	-	-	-
The agency will achieve savings through delays in filling vacant positions.					
<u>Vacancy Reductions</u>	(7) C	-	(758)	(758)	(758)
Vacancy Reductions.					
Agency Total	(7) C	(290)	(978)	(758)	(758)

Fire Department	City Personnel as of 6/30/20	FY19	FY20	FY21	FY22
	Increase/ (Decrease)				
November Plan					
<u>Lease Adjustment</u>		(977)	(977)	(977)	(977)
Savings from re-estimate of the lease budget.					
<u>Vacancy Adjustment</u>		(2,151)	-	-	-
Savings from vacant civilian positions.					
Agency Total		(3,128)	(977)	(977)	(977)

FY20 November Budget

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 6/30/20	FY19	FY20	FY21	FY22
	Increase/ (Decrease)				
November Plan					
<u>Negotiated Sales</u>		(826)	-	-	-
HPD will realize additional revenue from one-time asset sales.					
<u>Three Quarter Housing Surplus</u>		(2,900)	(2,900)	-	-
HPD will realize tax levy savings for the Three-Quarter Housing shelter program.					
Agency Total		(3,726)	(2,900)	-	-

Landmarks Preservation Commission	City Personnel as of 6/30/20	FY19	FY20	FY21	FY22
	Increase/ (Decrease)				
November Plan					
<u>Increased Revenue from Landmark Permits</u>		(94)	(90)	(90)	(90)
Revenue from an increase in permit applications due to ongoing economic development activity throughout the City and the expansion of landmark protection to additional buildings.					
Agency Total		(94)	(90)	(90)	(90)

Law Department	City Personnel as of 6/30/20	FY19	FY20	FY21	FY22
	Increase/ (Decrease)				
November Plan					
<u>Additional Affirmative Litigation Revenue</u>		(7,525)	-	-	-
Revenue from a one-time settlement payment.					
<u>Vacancy Reductions</u>	(11) C	-	-	-	-
Vacancy Reductions					
Agency Total	(11) C	(7,525)	-	-	-

FY20 November Budget

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

Miscellaneous	City Personnel as of 6/30/20	FY19	FY20	FY21	FY22
	Increase/ (Decrease)				
November Plan					
<u>Fringe Benefits Savings</u>		(1,251)	-	-	-
Fringe Benefits Savings					
<u>Fringe Vacancy Reductions</u>		-	(17,829)	(18,720)	(19,586)
Fringe savings due to vacancy reductions.					
Agency Total		(1,251)	(17,829)	(18,720)	(19,586)

NYC Emergency Management	City Personnel as of 6/30/20	FY19	FY20	FY21	FY22
	Increase/ (Decrease)				
November Plan					
<u>Vacancy Reductions</u>	(1) C	-	(107)	(107)	(107)
Vacancy reductions across the agency.					
Agency Total	(1) C	-	(107)	(107)	(107)

NYC Taxi & Limousine Commission	City Personnel as of 6/30/20	FY19	FY20	FY21	FY22
	Increase/ (Decrease)				
November Plan					
<u>Hiring Delay</u>		(833)	(694)	-	-
Savings due to delays in filling vacant positions.					
<u>Vacancy Reductions</u>	(72) C	-	(804)	(804)	(804)
Vacancy Reductions					
Agency Total	(72) C	(833)	(1,498)	(804)	(804)

FY20 November Budget

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	City Personnel as of 6/30/20	FY19	FY20	FY21	FY22
	Increase/ (Decrease)				
November Plan					
<u>Property Assessment Revenue</u>		(80)	(82)	-	-
Revenue from filing fees due to an increase in property assessment review applications.					
<u>Vacancy Reductions</u>	(1) C	-	(98)	(98)	(98)
Vacancy reductions across the agency.					
Agency Total	(1) C	(80)	(180)	(98)	(98)

Office of Administrative Trials & Hearings	City Personnel as of 6/30/20	FY19	FY20	FY21	FY22
	Increase/ (Decrease)				
November Plan					
<u>Vacancy Reductions</u>	(7) C	-	-	-	-
Vacancy reductions across the agency.					
Agency Total	(7) C	-	-	-	-

Office of Labor Relations	City Personnel as of 6/30/20	FY19	FY20	FY21	FY22
	Increase/ (Decrease)				
November Plan					
<u>OLR PS Savings</u>		(85)	-	-	-
The agency will achieve savings through delays in filling vacant positions.					
Agency Total		(85)	-	-	-

FY20 November Budget

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

Office of Management and Budget	City Personnel as of 6/30/20 Increase/ (Decrease)	FY19	FY20	FY21	FY22
November Plan					
<u>OMB Rent Savings</u> OMB will employ non-City funds to cover a portion of its rent budget.		(371)	(371)	-	-
<u>OMB OTPS Savings</u> The agency will realize savings from reductions in its agency wide training expenses.		(25)	(25)	-	-
<u>OMB PS Savings</u> The agency will realize savings from reductions in full-year positions, terminal leave, differentials, and overtime.		(50)	(50)	-	-
Agency Total		(446)	(446)	-	-

Office of Payroll Administration	City Personnel as of 6/30/20 Increase/ (Decrease)	FY19	FY20	FY21	FY22
November Plan					
<u>OTPS Savings</u> OPA's current stock of data processing equipment will allow the agency to defer replacement of select equipment in FY 2019 and FY 2020.		(60)	(120)	-	-
<u>PS Savings</u> The agency will achieve savings through delays in filling vacant positions.		(189)	-	-	-
<u>Vacancy Reductions</u> Vacancy Reductions.	(6) C	-	(523)	(523)	(523)
Agency Total	(6) C	(249)	(643)	(523)	(523)

Office of the Mayor	City Personnel as of 6/30/20 Increase/ (Decrease)	FY19	FY20	FY21	FY22
November Plan					
<u>Mayor's Office PS Accruals</u> PS accruals.		(539)	-	-	-
Agency Total		(539)	-	-	-

Efficiencies By Type

Business Process Redesign: Coordination

Department of Education	
Eliminate Holdover Allocations	15
OTPS Surplus	15
School Consolidations	15

Business Process Redesign: Procurement

Citywide Initiatives	
Consolidating Consultant Contracts	10

Reduce and Repurpose: Hardware / Resources

Department of Transportation	
In-house Concrete Savings	21

People and Space: Staffing

Citywide Initiatives	
Auto Service Workers II	10
Department of Health & Mental Hygiene	
OCME Stationary Engineers	17

Reimbursement: Grants

Office of Management and Budget	
OMB Rent Savings	27

Reimbursement: Revenue

Department of Sanitation	
Landfill Gas - Environmental Attributes Credits	20
Department of Transportation	
Con Edison	21