

The City of New York

Bill de Blasio, Mayor

January 2017 Financial Plan Detail

Fiscal Years 2017–2021

**Mayor's Office of Management and Budget
Dean Fuleihan, Director**

January 2017 Financial Plan Detail

Fiscal Years 2017-2021

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THE FINANCIAL PLAN

The Fiscal Year 2018 Preliminary Expense Budget is \$84.7 billion. This is the thirty-eighth consecutive budget which is balanced under Generally Accepted Accounting Principles (GAAP), except for the application of Statement No. 49 of the Government Accounting Standards Board (GASB 49) which prescribes the accounting treatment of pollution remediation costs. The following chart details the revenues and expenditures for the five year financial plan.

(\$ in Millions)

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
REVENUES					
Taxes					
General Property Tax	\$24,196	\$25,629	\$27,292	\$28,618	\$29,929
Other Taxes	29,646	30,556	31,712	33,079	34,208
Tax Audit Revenue	1,041	850	721	721	721
Subtotal: Taxes	\$54,883	\$57,035	\$59,725	\$62,418	\$64,858
Miscellaneous Revenues	6,835	6,362	6,602	6,804	6,807
Unrestricted Intergovernmental Aid	57	—	—	—	—
Less: Intra-City Revenue	(2,039)	(1,786)	(1,781)	(1,787)	(1,787)
Disallowances Against Categorical Grants	200	(15)	(15)	(15)	(15)
Subtotal: City Funds	\$59,936	\$61,596	\$64,531	\$67,420	\$69,863
Other Categorical Grants	980	856	847	837	833
Inter-Fund Revenues	655	658	658	595	593
Federal Categorical Grants	8,826	7,012	6,811	6,809	6,781
State Categorical Grants	14,417	14,546	15,008	15,404	15,718
Total Revenues	\$84,814	\$84,668	\$87,855	\$91,065	\$93,788
EXPENDITURES					
Personal Service					
Salaries and Wages	\$25,829	\$27,316	\$28,796	\$29,634	\$30,222
Pensions	9,413	9,819	10,100	10,152	10,170
Fringe Benefits	9,606	10,258	10,981	11,920	12,701
Subtotal: Personal Service	\$44,848	\$47,393	\$49,877	\$51,706	\$53,093
Other Than Personal Service					
Medical Assistance	5,915	5,915	5,915	5,915	5,915
Public Assistance	1,584	1,594	1,605	1,617	1,617
All Other ¹	28,801	26,776	27,001	26,914	27,121
Subtotal: Other Than Personal Service	\$36,300	\$34,285	\$34,521	\$34,446	\$34,653
Debt Service ^{1,2}	6,388	6,581	7,301	7,960	8,372
FY 2016 Budget Stabilization & Discretionary Transfers ¹	(4,038)	—	—	—	—
FY 2017 Budget Stabilization ²	3,055	(3,055)	—	—	—
Capital Stabilization Reserve	—	250	250	250	250
General Reserve	300	1,000	1,000	1,000	1,000
Subtotal	\$86,853	\$86,454	\$92,949	\$95,362	\$97,368
Less: Intra-City Expenses	(2,039)	(1,786)	(1,781)	(1,787)	(1,787)
Total Expenditures	\$84,814	\$84,668	\$91,168	\$93,575	\$95,581
Gap To Be Closed	\$—	\$—	(\$3,313)	(\$2,510)	(\$1,793)

1. Fiscal Year 2016 Budget Stabilization and Discretionary Transfers total \$4.038 billion, including GO of \$1.760 billion, TFA-PIT of \$1.734 billion, lease debt service of \$100 million, net equity contribution in bond refunding of \$44 million and subsidies of \$400 million.

2. Fiscal Year 2017 Budget Stabilization totals \$3.055 billion, including GO of \$1.146 billion and TFA-PIT of \$1.909 billion.

ECONOMIC AND TAX REVENUE FORECAST

Economic Overview

The U.S. economy is expected to grow below two percent in 2016, but growth should accelerate next year as the drag from investment and net exports diminishes. Higher infrastructure spending and tax cuts proposed by the new administration are expected to start supporting growth in 2018. However, a major impediment to faster growth is the tightening labor market. With the unemployment rate (4.7 percent) now near cyclical lows, the economy is running near full capacity. As a result, there are growing signs of stronger wage growth and higher inflation, which figured prominently in the Fed's decision to continue raising short-term interest rates in December. This represents a switch in economic impetus as monetary policy becomes tighter while fiscal policy becomes more expansive.

While consumption continues to be the engine of growth, the impact of the energy price collapse has dissipated, leading to a modest recovery in business investment. In addition, the drag from inventory adjustments that impeded growth for five quarters finally ended in the third quarter 2016. However, residential investment has been weak and the recent jump in interest and mortgage rates will hinder the ongoing housing market recovery. Likewise, monetary tightening by the Fed will likely prolong the strengthening of the dollar, hampering export and manufacturing industries.

Despite a dismal start to 2016, equity markets rebounded dramatically, with the S&P 500 ending the year near all-time highs. The election outcome resulted in visible biases in sectoral gains, with the largest increases in the financial sector, reflecting the prospects of lower regulation. Likewise share prices for smaller firms were more upbeat than those of larger companies. In the third quarter, corporate profits finally began to grow again after a year of decline. Likewise, Wall Street rebounded from the weak first quarter, mainly through tight controls over costs. Through the first three quarters, profits are up 3.5 percent. Initial evidence from fourth quarter earnings announcements by the largest banks indicates that this trend continued through the end of the year.

The NYC economy continued to grow moderately. In 2016, the NYC labor market expanded by 89,500 jobs, or growth of 2.1 percent, a drop from the 119,000 (2.9 percent growth) added in 2015. The sectors with the largest employment gains include education and health, professional and business services, and leisure and hospitality. All three are expected to continue to provide the bulk of job creation over the next two years. However, the pace of employment is projected to decline, following national trends. Due to slower employment growth and weak Wall Street bonuses, wage earnings growth in 2016 is expected to fall short of 2015's pace.

The Manhattan office vacancy rate rose during 2016 as office-using employment slowed, employers used existing space more efficiently, and substantial new supply was added to office inventory. As a result, asking rents are expected to remain flat in the near future. The number of residential transactions has also slackened from the prior year, primarily driven by a slowdown in co-op sales. Nevertheless, tourism continues to flourish, with total NYC visitors expected to set another record in 2016 despite the strong dollar. As a result, associated measures have been upbeat, including hotel occupancy and attendance at Broadway shows and other cultural institutions.

Tax Forecast Summary

New York City is expected to collect \$54.9 billion in tax revenue in fiscal year 2017, growth of 2.4 percent over 2016. Property taxes are forecast to increase 5.3 percent, and non-property taxes exhibit growth of 0.5 percent. The economic recovery is expected to continue in 2018 as total tax revenue is expected to grow 3.9 percent, resulting in total revenues of \$57.0 billion. Property tax revenue in 2018 is forecast to increase 5.9 percent and non-property tax revenue is expected to increase 3.1 percent.¹

Property tax revenue is forecast to grow 5.3 percent in 2017 to \$24.2 billion and 5.9 percent in 2018 to \$25.6 billion. Total market value grew by 8.7 percent from the 2017 final roll to the 2018 tentative roll. On the tentative roll, Class 1 (one to three family homes) properties saw an increase of 8.6 percent in their market value. Small Class 2 properties saw market value growth of 13 percent while Large Class 2 properties saw market value growth of 9.6 percent. Overall, Class 2 market value increased 10.4 percent and billable assessed value grew 10.5 percent. Class 3 properties remain stable in both market and billable assessed values. Class 4 properties grew in market value by 8.6 percent, with an increase in billable assessed value of 8.9 percent.

Non-property tax revenue growth is forecast to grow 0.5 percent in 2017 and 3.1 percent in 2018. Personal income tax revenue totals \$11.2 billion in 2017, an increase of 3.9 percent. Employment and wage gains result in withholding revenue growth of 4.4 percent while non-wage income remains at high levels due to the strong real estate markets, prior year equity market gains, and business income growth.

Business income tax revenues (business corporation and unincorporated business taxes) are forecast at \$5.9 billion in 2017, an increase of 4.9 percent from the prior year. In 2018, business income tax revenues are forecast to grow 1.8 percent, to \$6.0 billion. In 2017, business corporation tax revenue is forecast to grow 6.8 percent from the prior year, reflecting tax payments on finalized prior year liabilities and the first tax payments on current year liability. Business corporation tax revenue in 2018 is forecast to exhibit nearly flat growth, supported by an increase in corporate profits which will offset an anticipated decline in Wall Street profitability. Unincorporated business tax revenue is forecast to grow 1.4 percent in 2017, 4.2 percent in 2018 and 4.8 percent annually from 2019 through 2021.

Sales tax and hotel tax revenue growth remains steady due to a stable local economy, relatively low unemployment and tourism spending. Sales tax revenue is expected to grow 1.9 percent over the prior year and reach \$7.0 billion in 2017, including the STAR C reduction. In 2018, sales tax revenue is forecast to grow 7.4 percent to 7.6 billion. Sales tax revenue growth is forecast to average 4.3 percent annually from 2019 through 2021 corresponding to anticipated local employment and wage growth. Hotel tax revenue is forecast at \$568.0 million in 2017, nearly flat growth from the prior year reflecting recent strength of the dollar, which has made the U.S. a more expensive destination for foreign tourists, dampening tourist consumption. Hotel tax collections are expected to increase 1.2 percent in 2018, and average 2.5 percent growth from 2019 through 2021.

Transaction tax revenue (mortgage recording tax and real property transfer tax) is expected to decline 16.8 percent to \$2.5 billion in 2017 and decline 1.0 percent in 2018. The decline in transaction taxes is due to a mild correction in the commercial market from the record level in 2016. Growth averages 5.1 percent for the remaining plan period.

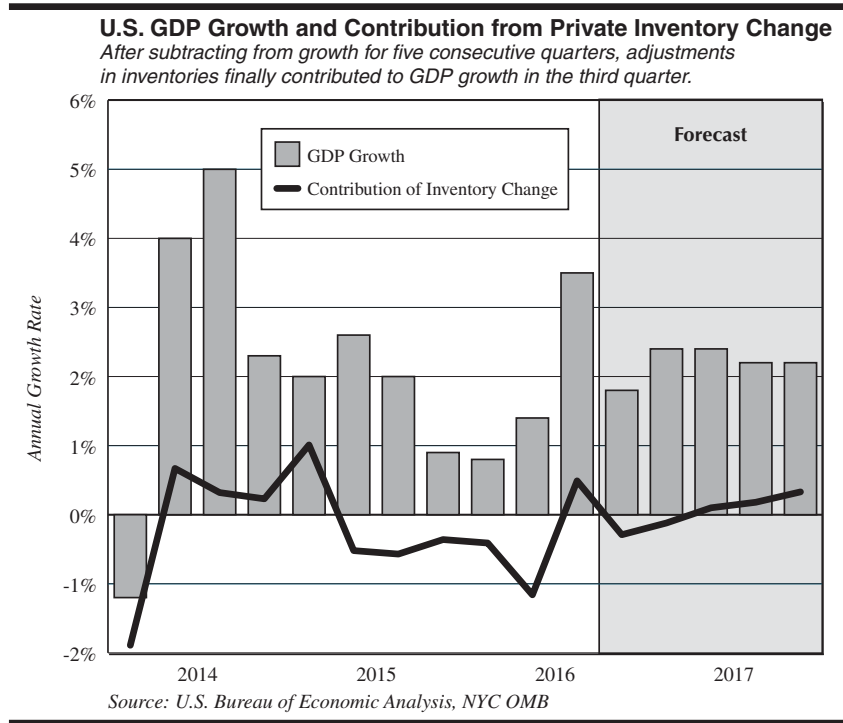
In summary, revenues from non-property taxes remain stable at \$29.6 billion in 2017. There is a risk that tax revenues will remain restrained due to the uncertainty of domestic economic policies of the new administration and recent global economic uncertainty. Assuming the moderate recovery of the City economy continues through the plan period, non-property tax revenue is forecast to grow 3.1 percent in 2018 and average annual growth of 3.8 percent from 2019 through 2021. Total tax revenue will grow at 3.9 percent in 2018 before stabilizing at an annual average growth rate of 4.4 percent from 2019 through 2021.

¹ Total non-property taxes exclude audits

The U.S. Economy

Prior to the election, the national economy was growing, albeit in fits and starts. The revised estimate of third quarter GDP growth is 3.5 percent, up from 1.4 percent in the second quarter. Not surprisingly, consumption spending accounted for about 60 percent of growth. However, both inventories and net exports have ceased to be a drag and collectively accounted for more than a full percentage point of growth. Through the second quarter, changes in private inventories had subtracted from growth for five consecutive quarters, the longest correction since the last recession. Without the temporary boost from this volatile category, third quarter growth would have been three percent.

Unfortunately, the favorable impact of net exports in the third quarter – accounting for 0.85 percentage points of growth – is also transitory, driven by strong U.S. soybean exports in the face of poor harvests in Brazil and Argentina. As a result, export growth surged to 10 percent (seasonally adjusted annualized rate), the strongest pace in 11 quarters. The biggest impediment to further support from trade is the strengthening dollar, which jumped nearly four percent following the election, compared to a depreciation of 2.1 percent through the first 10 months of 2016. With the Fed’s resumption of interest rate hikes, the strong dollar will continue to vex exporters for the near future.



Investment continues to be a concern with fixed investment in the third quarter up just 0.1 percent after contracting for three consecutive quarters. As the impact of the collapse in energy prices dissipates, nonresidential fixed investment has slowly recovered, which has helped the overall investment picture. However, residential investment shrank in the second and third quarters, subtracting -0.31 and -0.16 percentage points respectively from growth. The recent jump in the 10-year Treasury rates in anticipation of the Fed’s tightening and a Trump fiscal stimulus will add more challenges to the housing market as mortgage rates follow. The average rate on the benchmark 30-year fixed mortgage surged to 4.3 percent at the end of December, up 78 basis points (bps) since early November and well above the yearly low of 3.4 percent set in July.

The run-up in rates has yet to affect the existing-home sales statistics primarily because of timing issues – data are recorded at the close of the sales contract and thus do not yet reflect the jump because November contracts are based on rates locked months prior to the close. Thus, while November’s sales level was the highest since early 2007, it will likely weaken in 2017. In 2015, historically low rates and the strong labor market resulted in existing home sale growth of 6.3 percent. Through the first eleven months of 2016, the pace dropped to 4.2 percent, mainly constrained by lack of inventory. The months-supply of existing homes averaged just 4.4 months through the first eleven months of 2016, the lowest level since 2004. The Mortgage Bankers Association survey provides a timelier gauge of real estate activity via mortgage applications. As expected, the purchase index has started to decelerate, dropping from double-digit annual growth rates in the first half of 2016

to just 3.8 percent and 2.4 percent in November and December, respectively. Moreover, the weekly data from January 2017 has been growing at a single-digit pace compared to the same year-ago period, indicating that the slowdown has persisted.

Estimates of GDP growth in the fourth quarter vary widely. The Blue Chip consensus estimate stands at 2.2 percent (annual rate), but as of mid-January, real time GDP trackers at the New York and Atlanta Fed were divergent at 2.1 and 2.8 percent, respectively. Regardless, given the slow pace in the first half of 2016, it is unlikely that second half growth will be strong enough to prevent the full-year annual pace from falling to the slowest annual growth since the financial crisis. Overall, the pace of growth during this expansion – now in its 91st month – has averaged just 2.1 percent annually, the second slowest of all 12 post-war business cycle recoveries. While growth in 2016 is likely to be just 1.6 percent, a full percentage point slower than 2015, it is expected to recover to 2.3 percent in 2017 before accelerating to 2.6 percent in the subsequent year due to added fiscal spending.

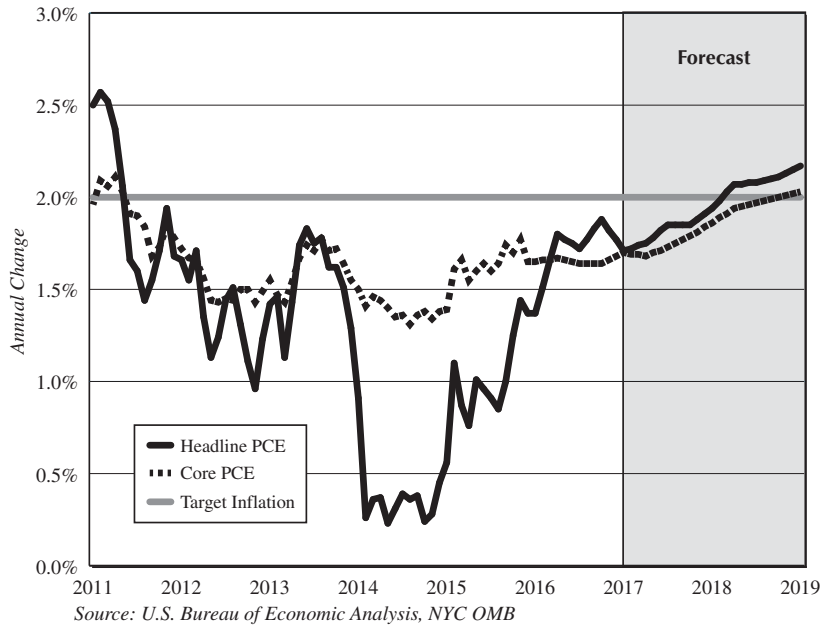
At this point of the expansion, one of the major impediments to faster growth is the tightening labor market. The economy added 2.5 million new jobs in 2016, down from 2.9 million in 2015. This fade in employment growth is not surprising as the economy is running near full capacity. The current unemployment rate of 4.7 percent is below the Fed's long-run median estimate of full employment (4.8 percent). Furthermore, the number of job seekers per opening has remained around 1.3 through November, just above the lowest level hit during the housing boom in 2007. Without an increase in the labor force participation rates – which have been trending down due to the aging of the U.S. workforce – estimates of the long-run trend employment growth necessary to absorb new entrants and maintain full employment range from 50,000 to 100,000 jobs per month. Another sign of tighter labor conditions is the recent uptick in wages. Average hourly wages in 2016 grew 2.5 percent, up from 2.3 percent in 2015. Furthermore, the Atlanta Fed's wage growth tracker, which controls for composition effects by following individual workers over time, is showing significant wage pressure. In October and November this measure reported growth of 3.9 percent, the highest in eight years, before dropping to 3.5 percent in December. Without higher labor force participation, immigration or population growth, wages will accelerate and employment will continue to slow. The forecast projects that job growth will decline from 1.7 percent in 2016 to 1.3 percent in 2017 and continue to trend lower through the out-years. Wage growth passes four percent by 2018 and remains there through the rest of the forecast.

The tightening labor market combined with signs of inflation pressures figured prominently in the Federal Reserve's decision to raise the target Federal Funds Rate (FFR) in its December meeting by 25 bps to the new range of 0.50–0.75 percent. Based on recent economic reports, the Federal Open Market Committee (FOMC) members were unanimous that conditions were strong enough to warrant tightening. December's hike followed a 25 bps rise 12 months prior, the only two increases in the FFR target in a decade. Going forward, the FOMC will maintain a cautious stance to support further labor market strengthening and a return to its two percent inflation target.

Inflation has been stubbornly low for the past few years. Depressed global energy prices and falling non-energy import prices have suppressed inflationary pressures. In addition, the US dollar continues to appreciate against other major currencies, reaching a 13-year high at the end of 2016 and effectively cutting import prices. In the fourth quarter headline inflation was 1.8 percent while core inflation (excluding energy and food prices) was 2.2 percent. The FOMC, however, expects the drag from low energy and import prices to dissipate in the coming years and is forecasting inflation (as measured by personal consumption expenditures inflation) to reach 1.9 percent in 2017 and to hit the target 2.0 percent in 2018 as a result.

Consumers and businesses expect faster price growth over the next year, however. The New York Fed's survey of consumer expectations puts expected inflation 12 months ahead at 2.8 percent while businesses anticipate 2.0 percent price growth over the next year, according to the Atlanta Fed. Forecasters are likewise predicting accelerating prices, with the Blue Chip Consensus at 2.4 percent for 2017. Moreover, market based measures

U.S. Personal Consumption Expenditures Inflation
The Federal Reserve's preferred measure of inflation is still running below its two-percent target.



of expected inflation jumped after the election. The ten-year breakeven inflation rate – the expected inflation rate implied by the gap between 10-year Treasury yields and the inflation-protected analog – surged to two percent at the end of December, up from 1.7 percent at the end of October.

Internationally, risks from a Brexit fallout have receded as markets largely recovered since the referendum. The Fed’s major global peers – the ECB, the Bank of Japan, and the Bank of England – are currently exercising highly accommodative policies, keeping rates low and engaging in quantitative easing to boost inflation and growth.

The FOMC is signaling further tightening but will maintain a flexible policy stance. The economic projections released after the December meeting imply three 25 basis point rises in 2017. Fed watchers are likewise expecting between two to three rate hikes, leaving the FFR in the range of 1.00-1.50 percent by the end of next year. However, both the fed fund futures market and respondents to the Blue Chip Consensus survey expect the Fed to pause until the June meeting before moving again.

While the path of monetary policy has been predictable and smoothly managed, financial markets swung dramatically in response to the election as investors reallocated assets in anticipation of the next administration’s policy initiatives. Thus far, expectations are fairly clear – asset markets anticipate stronger corporate profits due to proposals for cuts in corporate income taxes and less restrictive regulations. At the same time, markets are pricing in higher future inflation, which, combined with a near-term boost to growth from fiscal spending, is pushing interest rates higher and bond prices lower.

Equity markets have been on a roller coaster this year. At its lowest point in February, the S&P 500 was down 10.5 percent for the year only to recover by March. Since the yearly low, the index has gained over 22 percent through the end of December, an intra-year performance reminiscent of the 27 percent jump back in 2013. Since the election, the S&P 500 rallied five percent and ended the year near an all-time high. Looking at the sectoral patterns, the biases are evident. The biggest gainers are in the financial sector (presumably reflecting prospects of lower regulation) and in the industrial and material sectors, due to the expected increase in infrastructure spending. Interestingly, small cap shares appear to be even more optimistic. The benchmark Russell 2000 index of small firms has seen a surge of 14 percent since the election. One interpretation is that markets are betting that smaller firms stand to benefit more than larger companies.

Regardless of the election, a turnaround in corporate profits was already underway in the third quarter. On a year-over-year basis, profits eked out a 0.6 percent gain in the third quarter, after five consecutive quarters in the red. The prior two dry spells greater than four quarters occurred during the last two recessions. Likewise, earnings reported by S&P 500 firms also went through a protracted six-quarter slump that ended finally in the

second quarter 2016, with a small two percent year-over-year gain followed by an acceleration to over nine percent in the third quarter.

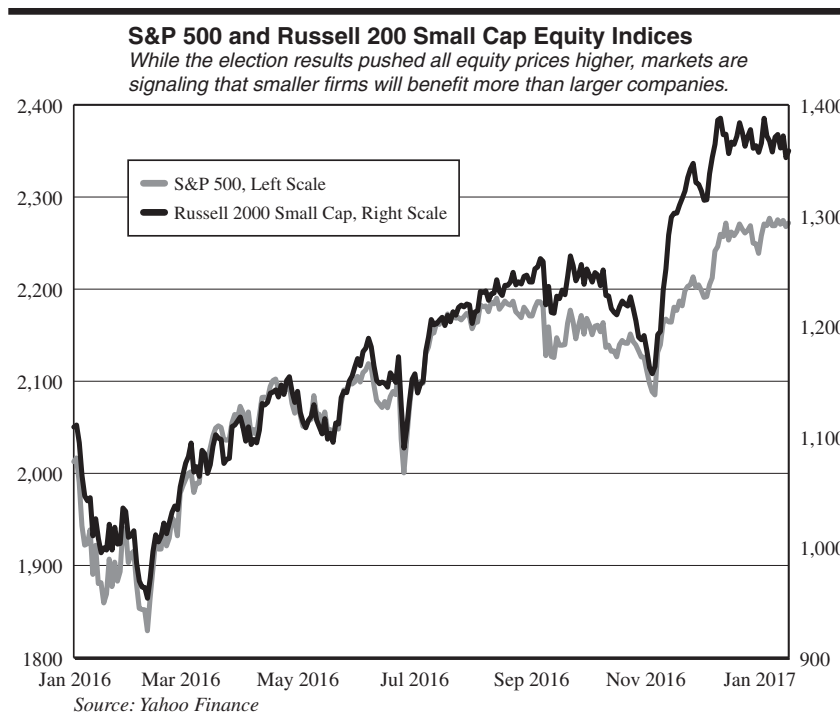
The third quarter also saw a boost in Wall Street activity, buoyed by strength in equities and a recovery of fixed income trading, most likely due to anticipation of tighter monetary policy. On a year-over-year basis, third quarter NYSE member-firm profits jumped 78.5 percent after a 25 percent gain in the second. These earnings were enough to augment the slow first quarter results and put Wall Street profits up 3.5 percent through the first three quarters. However, year-to-date revenue is about flat (up 0.3 percent) so profits are still being

sustained mainly through tight controls on expenses. Early data on banking performance in the fourth quarter show that conditions remained favorable. In aggregate, the Big-Five banks reported jumps in global earnings, revenue and compensation compared to the weak fourth quarter 2015. For the full year, profits were up nearly 17 percent on flat revenue. Like the rest of the NYSE member-firms, the biggest banks have been successful at controlling costs, with 2016 compensation down 4.1 percent and a steep drop in legal expenses. Wall Street profits are expected to reach \$18 billion in 2016, up from \$14.3 billion in 2015. However, banks are expected to continue constraining expenses, including compensation. As such, the security sector bonus pool is only expected to increase by 2.1 percent in 2016.

The benchmark 10-year Treasury yield jumped after the election hitting a two-year high of 2.6 percent in mid-December before dropping to 2.4 percent in January. The peak represents a gain of 75 bps since early November and a 120 bps jump from the 2016 low of 1.4 percent set in July. Part of this gain is driven by the belief that inflation is headed higher as reflected in market and survey-based measures of inflation expectations. In addition, the movement has steepened the yield curve, which should help banks increase their net interest earnings.

One consequence of sinking bond prices has been a sudden shift away from bond mutual funds as investors shun potential capital losses. Data published by the Investment Company Institute show that after nine consecutive months of inflows into bond funds averaging \$15 billion per month, investors pulled \$16 billion and \$7 billion out of these funds in November and December, respectively. Unexpectedly, the post-election bump in equity prices has not stemmed the flows out of equity funds. In 16 of the last 18 months through December, investors have withdrawn money from equity funds.

A major risk includes the continued appreciation of the dollar, which will continue to impair exporters and manufacturers. About 40 percent of S&P 500 companies' sales originate from abroad. Higher inflation pressures driven by fiscal stimulus despite an economy working near capacity may also trigger a more hawkish monetary policy, driving interest rates even higher with predictable negative effects on the economy's interest-sensitive sectors.



The New York City Economy

Job creation continues to expand in NYC despite recent setbacks. In 2016, the city created 89,500 jobs on an annual average basis, of which 84,900 were in the private sector. This implies annual job growth of 2.1 percent in 2016, down from 2.9 percent in 2015.

The education and health services category created the highest number of new private sector jobs in NYC in 2016 (29,400). This figure corresponds to 19,400 health services jobs and 10,000 education jobs. Nevertheless, job creation in the private education sector has been especially volatile and as such has been subject to frequent revisions. Health care jobs were boosted with a robust growth figure in November (4,200), the largest single-month expansion in three years.

The leisure and hospitality category also saw strong growth in 2016 with 16,600 new positions. However, while the food and accommodation subsector posted a net of 12,400 jobs, all of the

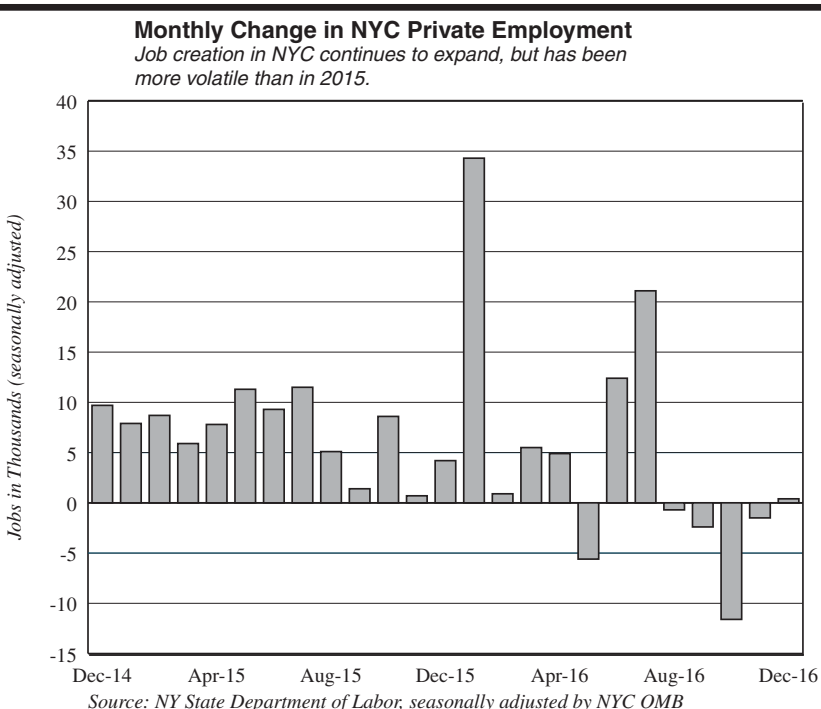
growth occurred in only five months of the year. The four month period from August to November resulted in a cumulative loss of -9,500 food and accommodation jobs.

Employment in professional and business services, (encompassing legal and legal support, accounting, and management consulting, among other sectors) grew by 17,000 jobs in 2016. The overall pace is below the 31,300 positions added in 2015, however.

The financial services sector, historically a major employment and tax revenue source for NYC, has been shedding jobs since the global financial crisis. With job contractions in eight months of the year, the sector lost the highest number of jobs amongst the major job categories. On a December-to-December basis, the industry lost -4,200 jobs, of which -1,600 were securities positions.

NYC unemployment in 2016 ranged between 5.0-5.9 percent (currently at 5.2 percent). The figure is above the New York State rate of 4.9 and above the national rate of 4.7 percent. Over the year, the city's labor force participation rate declined somewhat – from 61.3 percent to 59.8 percent. In addition, the number of employed residents dropped by -0.2 percent while the number of unemployed residents also fell -5.3 percent.

Final wage earnings growth for 2016 is projected at 3.1 percent, underperforming the 4.1 percent growth rate in 2015 due to slower employment growth and a smaller private sector bonus pool. Looking ahead, a tightening labor market and increases to the minimum wage are expected to offset slackening employment growth and deliver wage earnings growth of 4.5 and 4.7 percent in 2017 and 2018, respectively.



Going forward, NYC OMB is projecting job growth of 1.3 percent and 0.9 percent in 2017 and 2018, respectively. The bulk of job creation over the next two years is expected to be driven by growth in professional and business services, leisure and hospitality, and health care services jobs. On the flip side, employment is expected to lag in the financial services, manufacturing, information, and utilities sectors.

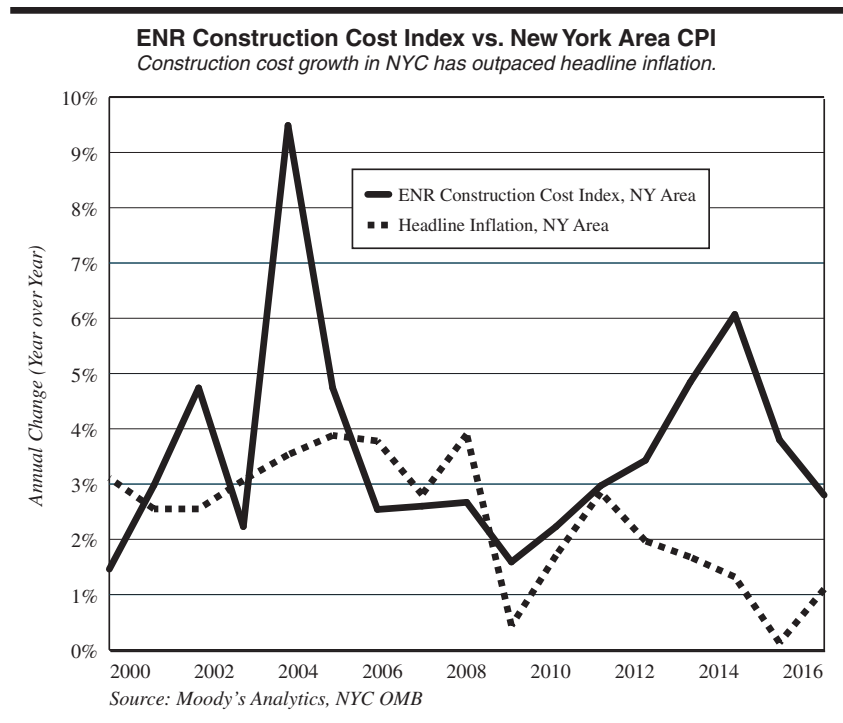
Relative to the prior two years, growth of office-using employment – professional and business services, financial activities, and information industries – softened in 2016. Office-using jobs grew by only 21,700 in 2016 compared to 44,900 in 2015. Of the three industries that make up the sector, only information grew faster than in 2015.

The deceleration in employment growth and the more efficient use of existing space has slowed demand for Manhattan leases. According to Cushman & Wakefield, the overall Manhattan vacancy rate rose from 8.7 percent in January to 9.3 percent in December. Businesses are squeezing employees into ever tighter spaces. In 2015, despite adding nearly 40,000 office-using jobs Citywide, 31,000 of which were located in Manhattan, the net absorption (defined as the change in occupied space) was only about 1.6 million square feet (msf), or about 52 square feet per new employee, well below the rule-of-thumb of around 200 sf per office worker. Despite positive job gains, net absorption in 2016 was negative.

There are also significant supply-side effects at work as office inventory continues to grow substantially. In the second quarter, 10 Hudson Yards officially opened, adding 1.7 msf to the City’s office inventory. Looking forward, it is expected that more than 20 msf of office space spread across 23 new office buildings will be completed in Manhattan between 2016 and 2021, according to the New York Building Congress.

With expectations of further deceleration in office-using employment growth and significant supply additions, the forecast projects asking rents to remain flat in the near term. Occupancy will continue to climb with the expansion of employment; however, new supply will offset growth in occupied space, keeping vacancy rates near or above ten percent for an extended period.

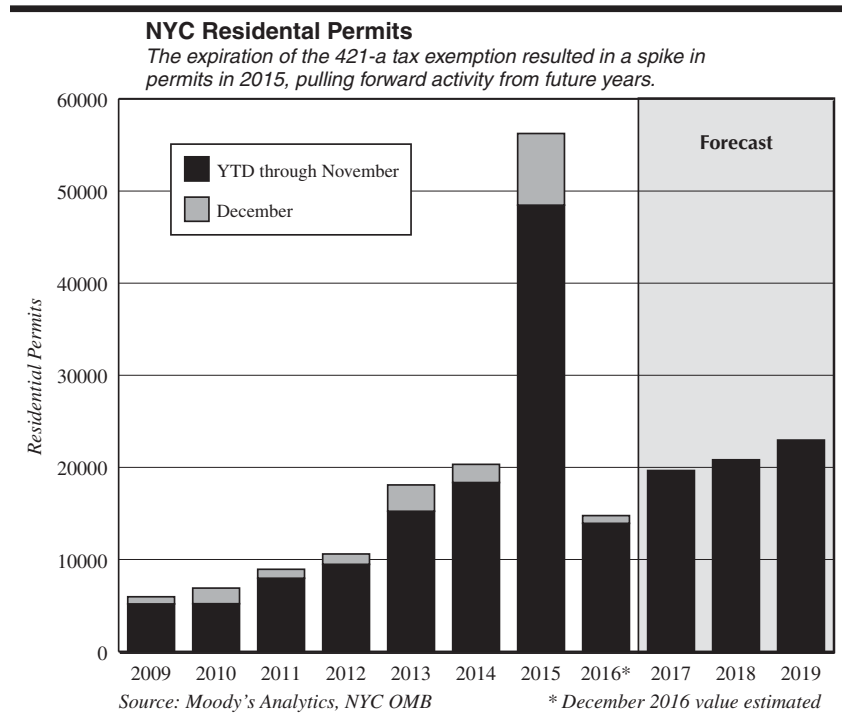
The current construction boom, which includes commercial, residential, and public projects, has driven construction employment and costs higher in the City. In 2016, the construction sector reported 144,000 payroll jobs, growing annually by 6.7 percent. OMB estimates construction employment will continue to expand throughout the forecast horizon – averaging three thousand jobs per year from 2016 to 2021. Construction costs, as measured by New York City’s Engineering News-Record Construction Cost Index (ENR CCI), also posted a solid growth of 2.8 percent in 2016, following 3.8 percent growth in 2015. The ENR CCI index has been growing faster than overall New York area headline inflation since 2011.



Residential completions increased by 21 percent in 2015 and permits skyrocketed due to the expiration of the 421-a tax exemption. As expected, permit issuance slowed in 2016 to just under 14,000 through November. The spike in permits in 2015 should continue to fuel expansion of the construction industry in the near-term. Since permits were pulled forward from future years into 2015, OMB expects the number of permits to remain below the 2015 level throughout the forecast, returning to the trend established in 2010-2014.

Residential transaction data in 2016 has continued to signal growing demand and significant price appreciation in the market. But consistent with other areas of the City’s economy, the market has slowed from the previous two years. Furthermore, lagged closing dates and sales of ultra-luxury condominiums have skewed 2016 average prices.

Data on NYC’s residential market reflects sales at time of close. This can be an issue when measuring current activity if the lag between contract agreement and closing date is significantly long. Sales of new units well before completion skewed 2016 prices, and as a result prices may not accurately reflect the 2016 market. For example, 32 of 66 residential sales above \$20 million in 2016 were at 432 Park Ave. – an ultra-luxury condominium development. The average time between contract and closing date for those 32 sales was nearly 20 months. Thus the 19 percent increase in average condo prices through the first three quarters of 2016 is probably overstating the true price growth.



Although not a new trend, a preference for condominium development has continued to push prices higher as condos are generally priced above comparable single family or co-op properties. Based on NYC’s assessment roll, from 2009 to 2015 the number of residential condominium units rose by 45,000, while the number of class one units increased by only 3,600 and the number of co-ops declined by 2,700.

Since co-op and class one properties have not benefited from significant new development over the last six years, they are perhaps a better gauge of the 2016 market. Through the first three quarters of 2016, sales of co-ops and class one properties increased by 0.5 percent compared to 3.1 percent in 2015. Average prices rose 0.2 percent during the same period, well below the 19 percent increase in condo prices.

Nevertheless, the overall market in 2016 has been weaker than prior years. Year-to-date through the third quarter, sales rose by 0.6 percent, down from 2.6 percent and 2.8 percent in 2015 and 2014, respectively. Declining wages are one reason for the tepid growth. Through the first half of 2016, average wages in financial activities and professional and business services – two high wage industries—fell by 3.3 percent and 0.8 percent, respectively, from the same period in 2015.

Looking forward, OMB expects sales and prices to grow moderately. Average price growth is expected to slow to 2.9 percent in 2017 from 6.2 percent in 2016, while sales growth is projected to increase by 2.5 percent in 2017, rebounding from an estimated contraction of -0.2 percent in 2016. Increasing mortgage rates could pose an upside-risk for near-term sales as buyers may look to lock in low rates. December’s FOMC projections implied three rate hikes in 2017, up from two in September. In addition, from Election Day to the most recent data available, yields on 10-year Treasuries have increased by 61 basis points.

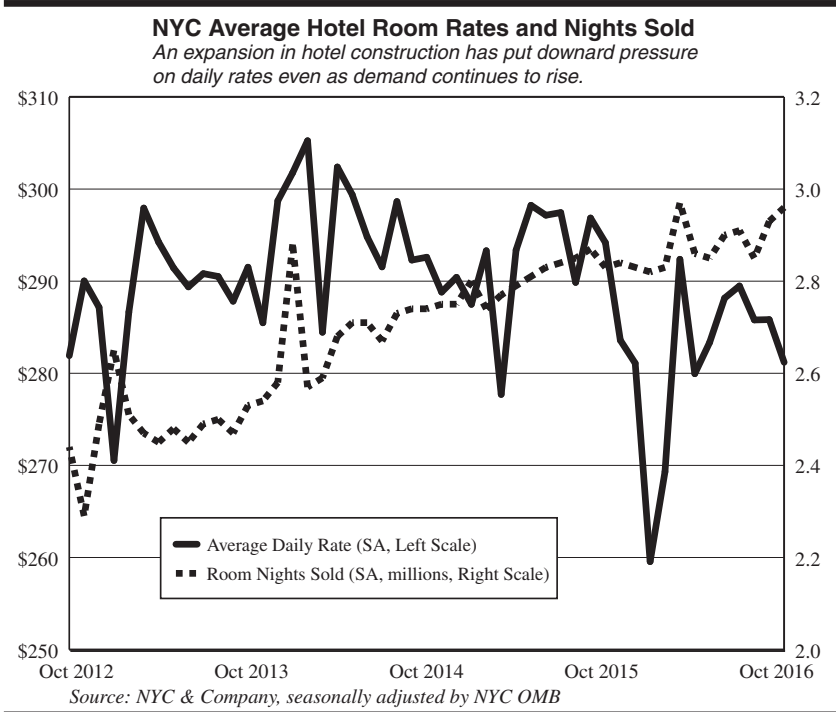
In accordance with strong employment growth in the leisure and hospitality industry, tourism flourished in 2016. According to NYC and Co., the City’s tourism marketing agency, total visitors are set to top 60.3 million by year end 2016, a record high representing a 3.1 percent increase over the past year. 2016 also marks the seventh consecutive year of visitor growth for the city, with 47.6 million domestic and 12.65 million international visitors. Going forward, the number of visitors to the city is expected to reach 61.8 million in 2017 and 63.3 million in 2018 according to estimates from NYC & Co. With approximately 60 percent of visitors spending at least one night in the city, hotel activity represents a significant source of employment. In 2016, 16,600 new leisure and hospitality jobs were created in the City.

Years of investment into the hotel industry have resulted in around 240 new hotels and hotels currently under construction since January 2014, the majority of which are in Manhattan. Although a surge in total rooms available per night began putting downward pressure on average daily prices in mid-2015, demand remains strong. Hotel occupancy rates have averaged 87.3 percent in 2016 despite the new inventory, only slightly lower than the 88.9 percent average in 2015.

NYC’s cultural institutions attract ever more visitors. Broadway attendance has risen continuously and reached an all-time high of 13.32 million for the 2015/2016 season (which ended in May), 63 percent of which were attributed to visitors. For the year, gross revenues approached \$1.4 billion, a 1.0 percent increase over 2015. Other institutions also enjoyed high attendance with the City’s largest museum, the Metropolitan Museum of Art, registering a record high of 6.7 million visitors in its fiscal year ended on June 30th.

Tourism also helps to sustain retail shopping in the city. Well-established commercial areas like Fifth Avenue and major department stores have been complemented with the recent opening of a new high-end shopping district in the new World Trade Center complex. Many of these stores are located inside the Oculus, the new transit center whose creative architectural structure alone has become a tourist attraction in its own right.

Looking ahead, countervailing factors are likely to have an uncertain effect on NYC tourism in the near future. A gradual decline in hotel room rates and abundant cultural, entertainment, and shopping options are certain to continue attracting tourists to



NYC. However, a stronger dollar will make travel to the US more expensive in relative terms for travelers from overseas, hampering the international tourist footprint in NYC.

Risks to the Forecast:

The forecast is based on the assumption of faster domestic growth in 2017 than last year. Nevertheless, several factors may pose risks to the growth forecast ahead. At the global level, economic growth remains subdued. Growth is expected to remain weak in major markets like Brazil, Japan, Russia, and several EU countries this year. Geopolitical risks also abound, with policy uncertainty especially pronounced in the EU following the Brexit and failed Italian referendum votes. Policy uncertainty poses an additional challenge on the domestic side, as the incoming administration has provided limited guidance on its economic policies. Should the administration push through on its protectionist agenda, global trade (already falling in 2015-2016) may continue to decline. Monetary policy may become another source of concern in 2017 – the Fed is expected to raise interest rates three times throughout the year. Higher borrowing costs will slow activity in interest-sensitive sectors such as housing. In addition, the disconnect among central banks (with the Fed raising rates while other major central banks are easing monetary policy) threatens to further strengthen the US dollar, with potentially harmful repercussions for US exporters. A stronger dollar may also hamper NYC’s tourism industry.

New York City Job Growth Forecast

NYC Employment (Thousands)	Actual	Forecast		
	2016 Level	2016 Level	2017 Level Change	2018 Level Change
Total	4,313	4,312	55	37
Private	3,759	3,759	56	37
Financial Activities	460	460	2	2
Securities	173	174	1	2
Professional & Business Services	717	715	13	12
Information	194	195	1	—
Education	224	225	—	—
Health & Social Services	675	674	8	7
Leisure & Hospitality	442	443	14	6
Wholesale & Retail Trade	498	498	5	6
Transportation & Utilities	136	136	2	—
Construction	144	144	4	1
Manufacturing	79	79	—	—
Other Services	190	191	5	3
Government	554	554	—	—

Source: NYC OMB

Note: Total may not add up due to rounding. Forecast of 2016 levels made prior to release of 2016 actual data

Financial Plan Fiscal Year 2018
Forecasts of Selected Economic Indicators for the United States and New York City
Calendar Year 2016-2021

	2016	2017	2018	2019	2020	2021	1979-2015*
NATIONAL ECONOMY							
Real GDP							
Billions of 2009 Dollars.....	\$16,652	\$17,031	\$17,477	\$17,889	\$18,263	\$18,657	
Percent Change	1.6	2.3	2.6	2.4	2.1	2.2	2.6%
Non-Agricultural Employment							
Millions of Jobs.....	144.3	146.2	147.9	149.7	151.1	152.1	
Level Change.....	2.5	1.8	1.8	1.8	1.4	1.0	
Percent Change.....	1.7	1.3	1.2	1.2	0.9	0.7	1.3%
Consumer Price Index							
All Urban (1982-84=100).....	240.1	246.2	252.0	258.3	265.2	272.2	
Percent Change	1.3	2.5	2.4	2.5	2.7	2.6	3.3%
Wage Rate							
Dollars Per Year.....	56,727	58,928	61,472	64,060	66,683	69,559	
Percent Change.....	2.4	3.9	4.3	4.2	4.1	4.3	3.9%
Personal Income							
Billions of Dollars.....	16,023	16,797	17,678	18,611	19,518	20,441	
Percent Change.....	3.6	4.8	5.2	5.3	4.9	4.7	5.7%
Before-Tax Corporate Profits							
Billions of Dollars.....	2,187	2,278	2,373	2,374	2,388	2,471	
Percent Change.....	2.3	4.2	4.2	0.1	0.6	3.5	5.6%
Unemployment Rate							
Percent	4.9	4.6	4.3	4.1	4.2	4.3	6.4% avg
10-Year Treasury Note							
Percent.....	1.8	2.8	3.4	3.9	4.1	4.1	6.5% avg
Federal Funds Rate							
Percent.....	0.4	0.9	1.7	2.6	3.0	3.0	5.2% avg
NEW YORK CITY ECONOMY							
Real Gross City Product**							
Billions of 2009 Dollars.....	\$738.6	\$752.0	\$764.6	\$775.7	\$788.0	\$802.5	
Percent Change.....	0.9	1.8	1.7	1.4	1.6	1.8	2.6%
Non-Agricultural Employment***							
Thousands of Jobs.....	4,312	4,368	4,405	4,440	4,472	4,502	
Level Change.....	88.8	55.5	37.5	34.1	32.4	29.6	
Percent Change	2.1	1.3	0.9	0.8	0.7	0.7	0.7%
Consumer Price Index							
All Urban (1982-84=100).....	263.5	270.2	276.6	283.6	291.1	298.7	
Percent Change.....	1.1	2.5	2.4	2.5	2.7	2.6	3.6%
Wage Rate							
Dollars Per Year.....	86,596	89,391	92,863	96,345	99,964	103,967	
Percent Change.....	0.9	3.2	3.9	3.7	3.8	4.0	4.8%
Personal Income							
Billions of Dollars.....	556.9	578.6	601.4	625.8	650.9	675.7	
Percent Change.....	3.1	3.9	3.9	4.1	4.0	3.8	5.8%
NEW YORK CITY REAL ESTATE MARKET							
Manhattan Primary Office Market							
Asking Rental Rate****							
Dollars per Square Feet.....	\$79.62	\$80.47	\$79.54	\$79.76	\$79.96	\$80.04	
Percent Change.....	3.7	1.1	-1.2	0.3	0.2	0.1	2.5%
Vacancy Rate****							
Percent.....	9.6	9.2	9.9	11.7	11.9	11.6	10.6% avg

* Compound annual growth rates for 1979-2015. Compound growth rate for Real Gross City Product covers the period 1979-2015.

** GCP estimated by OMB. The GCP figures have been revised due to a methodological change.

*** Employment levels are annual averages.

**** Office market statistics are based on 1985-2015 data published by Cushman & Wakefield.

TAX REVENUE FORECAST¹

Real Property Tax

Real property tax revenue is forecast at \$24.196 billion in 2017, growth of 5.3 percent over the prior year. In 2018, real property tax revenue is forecast at \$25.629 billion, growth of 5.9 percent.

Citywide total market value grew by 8.7 percent from the 2017 final roll to the 2018 tentative roll. The market value growth is driven by a 10.4 percent increase in overall Class 2 (rental apartments, condominiums and cooperatives) properties. Large Class 2 (more than 10 units) properties saw an increase of 9.6 percent, while small Class 2 (10 units or less) properties saw growth of 13.0 percent. Class 1 (one-to three-family homes) properties saw an increase of 8.6 percent in their market value. Class 4 (office and commercial space) properties saw market value growth of 8.6 percent as well. Class 3 (utilities) properties saw a slight market value increase of 0.4 percent.

Citywide, total billable assessed value on the 2018 tentative roll (after accounting for the veterans' and STAR exemptions) increased by \$17.6 billion over 2017 to \$226.2 billion, growth of 8.5 percent. The 2018 tentative roll is expected to be reduced by \$3.5 billion on the final roll as a result of Tax Commission actions, Department of Finance changes by notice, and the completion of exemption processing. The billable assessed value on the final roll (before accounting for the veterans' and STAR exemptions) is forecast to grow 6.7 percent.

On the 2018 tentative roll, Class 1 billable assessed value (based on the comparable sales price valuation methodology) increased 4.1 percent over the prior year (after accounting for the veterans' and STAR exemptions). With an estimated tentative-to-final roll reduction of \$28 million, billable assessed value on the final roll (before accounting for the veterans' and STAR exemptions) is expected to grow 3.8 percent, slightly higher than last year's growth of 3.5 percent. Class 1 billable assessed value is forecast to grow at an annual average of 3.3 percent from 2019 through 2021.

On the 2018 tentative roll, Class 2 properties saw billable assessed value growth of 10.5 percent (after accounting for the veterans' and STAR exemptions). With an estimated tentative-to-final roll reduction of \$1.4 billion, billable assessed value growth on the final roll (before accounting for the veterans' and STAR exemptions) is expected to be 8.4 percent, lower than last year's growth of 8.8 percent. Class 2 billable assessed value growth is forecast at an annual average of 6.2 percent from 2019 through 2021.

Class 3 (utilities) properties saw billable assessed value growth of 0.4 percent on the 2018 tentative roll. After the assessments for Class 3 special franchise properties are completed by the NYS Office of Real Property Tax Services, Class 3 billable assessed value on the final roll is expected to grow 1.6 percent. Class 3 billable assessed value growth is forecast at an annual average of 3.0 percent from 2019 through 2021.

Class 4 properties, which consist of all other real properties such as office buildings, factories, stores and vacant land, saw billable assessed value growth (after accounting for the veterans' and STAR exemptions) of 8.9 percent on the 2018 tentative roll. With an estimated tentative-to-final roll reduction of \$2.2 billion, the billable assessed value growth on the final roll (before accounting for the veterans' and STAR exemptions) is expected to be 6.7 percent, higher than last year's growth of 6.2 percent. Class 4 billable assessed value is forecast to grow at an annual average of 4.9 percent from 2019 through 2021.

Property tax collections are expected to grow at an annual average of 5.3 percent from 2019 through 2021.

Commercial Rent Tax

Commercial rent tax revenue is forecast at \$816.0 million in 2017, growth of 4.8 percent over the prior year.

¹ All tax figures are stated in terms of the City fiscal year, which runs from July 1 to June 30. The text will specifically state when referring to calendar years.

Market conditions are expected to improve in calendar year 2017 with increased occupancy and growth in both Midtown and Downtown primary market asking rents.

In 2018, the commercial rent tax is forecast at \$848.0 million, growth of 3.9 percent. This reflects the continued growth in office-using employment.

Commercial rent tax revenue is projected to grow at an annual average of 4.0 percent from 2019 through 2021, as growth in the City's employment is expected to remain positive during the forecast period.

Transaction Taxes

Real property transfer tax revenue is forecast at \$1.444 billion in 2017, a decline of 18.7 percent from the prior year, reflecting a retreat from 2016. Real property transfer tax collections year-to-date through December decreased 19.6 percent over the extraordinary levels of the prior year. In 2017, residential transfer tax collections are forecast to grow slightly compared to last year, while the commercial transfer tax collections are forecast to decline from the relatively high levels seen in both 2015 and 2016.

In 2017, commercial transfer tax collections are forecast to decline 32.4 percent. A stronger dollar and rising interest rates have dampened the demand for commercial office properties which has shown signs of stagnation. The frenzied level of large commercial activity seen in recent years is stabilizing as investors pause to evaluate their investment options. Collections from commercial transactions are forecast to remain relatively flat in 2018 before returning to growth, averaging 6.7 percent from 2019 through 2021.

In 2017, residential transfer tax collections are forecast to grow 1.0 percent from the prior year. Average price is forecast to grow 4.1 percent in 2017, though volume is forecast to drop by 1.0 percent. There are indications that the price of the high-end residential market is softening after growing at a healthy rate over the last couple of years. As the pipeline of new residential condominiums are being completed in the out-years, collections from the residential real estate market are expected to grow 5.6 percent in 2018 and an annual average rate of 3.5 percent from 2019 through 2021.

Mortgage recording tax revenue is forecast at \$1.061 billion in 2017, a decline of 14.0 percent from the prior year. The decline in mortgage recording tax reflects the decline in the real property transfer tax. Mortgage recording tax collections year-to-date through December decreased by 7.9 percent over the prior year. Growth is expected to slow down further during the second half of the year as interest rates increase and transaction activity slows. In 2018, mortgage recording tax revenue is forecast to fall 6.3 percent, before returning to growth averaging 5.3 percent from 2019 through 2021.

In 2017, commercial mortgage recording tax revenue is expected to decline 23.3 percent from the prior year, similar to the decline in forecast for the commercial real property transfer tax. Collections are forecast to decline 11.8 percent in 2018 and grow 6.7 percent from 2019 through 2021.

In 2017, residential mortgage recording tax revenue is forecast to grow 4.7 percent from the prior year. Collections from residential mortgage recording tax are forecast to grow 1.9 percent in 2018 and average growth of 3.5 percent from 2019 through 2021 as the housing market continues to improve.

Personal Income Tax

Personal income tax revenue is forecast at \$11.155 billion in 2017, an increase of 3.9 percent from 2016. This moderate growth follows record high personal income tax revenue of \$10.7 billion in 2016, the result of continued strength in withholding growth and nonwage income remaining at high levels. In 2017, withholding is expected to continue to grow at a steady clip while estimated payments are expected to shrink from the 2016 level.

Withholding collections in 2017 are forecast to grow 4.4 percent over the prior year after an increase of 3.2 percent in 2016. The July through November withholding collections grew by 6.3 percent over the same prior year period as the City added 89,500 jobs during the calendar year. For the December through March bonus period, withholding collections are forecast to increase 1.9 percent. This reflects slight growth in private sector bonus payouts, but continued robust growth in non-bonus withholding. Withholding collections are forecast to increase 6.2 percent for the fourth quarter of 2017, reflecting growth in wage earnings.

Estimated payments are expected to shrink again after a decline in 2016. The weakness in installment payments indicates that overall liability is down, which will likely result in a drop in extension payments for April. The decline in estimated payments in 2016 and 2017 comes after record high levels. Modest equity market gains and growth in business (proprietor/partnership) income are offset by a decline in commercial real estate transactions. Capital gains are estimated near record levels in liability year 2015, and were estimated to drop off in 2016. This decline in capital gains paired with weaker commercial real estate transactions will reduce overall non-wage income.

Settlement payments (net of final returns, refunds, extensions and City/State offsets) are forecast to increase due to a decline in refunds. Refunds are forecast to decline due to a tax program change, whereby the City STAR credit was eliminated and replaced by a State STAR credit. This means increased collections for the City, but is revenue neutral on the bottom line as the State will no longer reimburse for that amount. Excluding refunds, settlement payments are forecast to decline. A drop in nonwage income will show primarily in lower extension payments. State/City offsets came in higher than expected in 2016, and as a result of that strength we forecast a small decline for 2017. Finals are expected to drop slightly in 2017. Overall, the forecast decrease in refunds offsets the decline in extension payments, resulting in settlement payments growth for 2017.

Personal income tax revenue in 2018 is forecast to grow 3.0 percent. Withholding collections are forecast to grow 6.2 percent, as job growth is expected to continue throughout 2018 and the wage rate is forecast to increase 3.7 percent. This growth in base withholding is expected to be buoyed by an increase in private sector bonuses after two weak years. Non-wage income is expected to decline in tax year 2017, resulting in a 1.6 percent drop in estimated payments.

In the out-years of the forecast period, continued growth in employment and wage rates leads to personal income tax growth averaging 4.2 percent from 2019 through 2021.

Business Income Taxes

Business income tax revenues (Business Corporation and Unincorporated Business Taxes) are forecast at \$5.938 billion in 2017, an increase of 4.9 percent from the prior year. In 2018, business income tax revenues are forecast to be \$6.045 billion, growth of 1.8 percent.

Major changes in State law merged the general corporation and banking corporation taxes for corporations into the business corporation tax effective tax year 2015². This results in nearly all general corporation and banking corporation tax payments beginning in fiscal year 2016 and thereafter being reported as business corporation tax payments.

Business corporation tax revenue in 2017 is forecast to grow 6.8 percent from the prior year to \$3.869

² *In March 2014, the State of New York's enacted budget for State Fiscal Year 14-15 imposed major changes to the State Corporate tax structure. These changes included the merging of the NYS franchise tax with the NYS banking franchise tax as well as modifications to other sections of the NYS corporate tax code. On April 1, 2015, the New York State Legislature passed a bill that aligned the NYC corporate tax structure to the State's corporate tax structure with revisions to ensure that the effects of corporate tax reform on NYC are revenue neutral. These changes were signed into law by the Governor on April 13, 2015 as Part D of Chapter 60 of the Laws of 2015 and are effective for tax years beginning on or after January 1, 2015.*

billion. Business corporation tax gross collections are forecast to increase 7.7 percent in 2017 to \$4.346 billion. Gross collections year-to-date through December declined 2.4 percent over the prior year. Due to uncertainty related to corporate reform, it is estimated that many firms overpaid or did not take refunds during tax year 2015. This has resulted in weak finance tax payments for the current fiscal year irrespective of the high level of Wall Street profitability and moderate growth in non-finance sector in calendar year 2016. A number of firms after having better estimated their 2015 tax liability have determined they already have the funds on account to cover current year liability through the first half of the fiscal year. Tax payments are expected to rebound for the remainder of the fiscal year reflecting payments on finalized prior year liabilities and the first tax payments on tax year 2017 estimated liabilities.

In 2018, business corporation tax revenue is forecast to exhibit nearly flat growth, supported by an increase in corporate profits – which will offset an anticipated decline in Wall Street profitability. Business corporation tax revenues are forecast to average growth of 1.9 percent annually from 2019 through 2021.

Unincorporated business tax revenue is forecast to grow 1.4 percent in 2017 to \$2.069 billion. Unincorporated business tax revenue has decreased 0.8 percent year-to-date through December. After the four-year long recovery from the Great Recession, finance sector tax payments are expected to decline slightly in 2017. Revenues from hedge fund assets under management which have been hovering at an all-time high in recent years have helped to mitigate the further fall of finance tax payments. Non-finance sector tax payments, led by solid growth of the private service sector, including information, healthcare services, food and leisure and hospitality services, as well as professional and business services are expected to reach another all-time high level for the fifth consecutive year. The level of refunds paid out year-to-date through December has followed the same pattern of the prior year—twice as much as the historical average, as the result of firms adjusting their tax liabilities and consequently reducing overpayments on account. Refunds are forecast to move back to trend levels for the second half of 2017. In 2018, unincorporated business tax revenue is forecast to grow 4.2 percent, exhibiting a moderate increase after timid growth from the prior year.

Unincorporated business tax revenues are forecast to average growth of 4.8 percent annually from 2019 through 2021.

Sales Tax

Sales tax revenue is forecast at \$7.044 billion in 2017, growth of 1.9 percent over the prior year, including the STAR C reduction . Excluding the STAR C reduction³, sales tax revenue is forecast to grow 3.4 percent. The forecast for 2017 is supported by a stable local economy, relatively low unemployment and high levels of consumer confidence. Year-to-date sales tax collections through December grew 0.7 percent over the prior year including STAR C reductions. Prior the STAR C reductions, year-to-date sales tax collections grew 3.7 percent.

Consumer spending has been modest throughout the holiday season. While there were major boosts in online sales, brick-and-mortar vendors such as department stores experienced considerable declines. Towards the end of December there was a surge in sales, which may help offset the fairly slow start to the holiday season. Overall consumer spending is expected to be on the lighter side this season.

The forecast assumes moderate sales growth as uncertainty due to global economic concerns resulting from the U.S. election and “Brexit” begin to subside. This is supported by robust consumer confidence levels, reaching its highest level in fifteen years in December. While NYC tourism continues to experience record levels, visitors are expected to reduce their overall spending due to the appreciation of the dollar.

³ *The 2016-17 NYS Enacted Budget legislation enables New York State to reduce 2017 collections by \$150 million in order to recoup the savings New York City achieved through refinancing Sales Tax Assets Receivable Corporation (STAR C) bonds. In 2016, collections were reduced \$50 million due to the repayments of the STAR C bonds.*

In 2018, sales tax revenue is forecast at \$7.564 billion, growth of 7.4 percent. Excluding the STAR C reduction in 2017, sales tax revenue is forecast to grow 5.1 percent. Consumer spending is forecast to increase due to strong expected growth in wage earnings and steady tourism. Sales tax revenue growth is forecast to average 4.3 percent annually from 2019 through 2021 corresponding to anticipated local economic and wage growth.

Hotel Tax

Hotel tax revenue is forecast at \$568.0 million in 2017, flat growth from the prior year. Year-to-date hotel tax collections through December have grown 3 percent over the prior year. The forecast assumes a decline in collections throughout the remainder of the fiscal year, as room nights sold are projected to stay flat year over year, with room rates dipping slightly. This is partly due to the recent strength of the dollar, which has made the U.S. a more expensive destination for foreign tourists. In addition, the strong dollar has made it cheaper for Americans to travel abroad. This may dampen local hotel demand from domestic tourists.

Hotel tax collections are expected to increase 1.2 percent in 2018, and average a steady 2.5 percent growth from 2019 through 2021.

Utility Tax

Utility tax revenue is forecast at \$365.0 million in 2017, growth of 3.1 percent over the prior year. Utility tax collections through December increased 1.4 percent over the prior year, for the most part reflecting a rise in cooling degree days in the first part of the fiscal year over the same period the prior year. Collections for the second half of the fiscal year are forecast to rise 4.2 percent over the prior year, reflecting a return to trend for monthly collections, and a return to normal winter weather. Heating degree days in 2016 were 28 percent lower than the prior year, and nearly 20 percent lower than the preceding 10-year average. In addition, natural gas prices are expected to rise by four percent for the year. Utility tax revenue is forecast to average growth of 2.2 percent annually from 2018 through 2021.

Cigarette Tax

Cigarette tax revenue is forecast at \$44 million in 2017, a decline of 1.4 percent from the prior year. In 2018, cigarette tax revenue is forecast to decline to \$42 million. From 2019 through 2021, cigarette tax collections are projected to average a decrease of 2.4 percent. This reflects the long-term trend of decline in the number of packs sold resulting from cessation of smoking and substitution towards new products.

Other Taxes

All other taxes revenue are forecast at \$655.3 million in 2017, an increase of 6.7 percent over the prior year. All other taxes are forecast at \$597.5 million in 2018, a decline of 8.8 percent and remain flat from 2019 through 2021.

Tax Audit Revenue

As part of the City's tax enforcement efforts, the Department of Finance vigorously pursues delinquent taxpayers through agency audit activities and computer matches. Tax audit revenue for 2017 is forecast at \$1,040.8 million. Audit revenue is forecast at \$850.0 million in 2018 and \$720.9 million from 2019 through 2021.

Tax Revenue Forecast

(\$ in Millions)

	<i>Fiscal Year</i>				
	2017	2018	2019	2020	2021
Real Estate-Related Taxes:					
Real Property	\$24,196	\$25,629	\$27,292	\$28,618	\$29,929
Real Property Transfer	1,444	1,485	1,580	1,685	1,717
Mortgage Recording	1,061	994	1,063	1,140	1,158
Commercial Rent	816	848	884	919	955
Income-Based Taxes:					
Personal Income	11,155	11,493	11,890	12,496	13,007
General Corporation	3,904	3,890	3,982	4,004	4,113
Banking Corporation	(35)	—	—	—	—
Unincorporated Business	2,069	2,155	2,265	2,388	2,483
Consumption and Use Taxes:					
Sales and Use	7,044	7,564	7,910	8,289	8,592
Utility	365	377	380	388	398
Hotel	568	575	587	602	620
Cigarette	44	42	41	40	39
All Other	655	597	597	597	597
Subtotal	53,286	55,650	58,472	61,166	63,608
Tax Audit Revenue	1,041	850	721	721	721
Total	\$54,327	\$56,500	\$59,192	\$61,887	\$64,329
STAR Aid	556	535	533	531	529
Total*	\$54,883	\$57,035	\$59,725	\$62,418	\$64,858

* Totals may not add due to rounding

Tax Revenue Forecast
All Other Taxes

(\$ in Millions)

	<i>Fiscal Year</i>				
	2017	2018	2019	2020	2021
Excise Taxes:					
Off-Track Betting (Dividend)	\$—	\$—	\$—	\$—	\$—
OTB Surtax	1.2	1.2	1.2	1.2	1.2
Horse Race Admissions	0.1	0.1	0.1	0.1	0.1
Beer and Liquor	25.0	25.0	25.0	25.0	25.0
Liquor License	6.0	6.0	6.0	6.0	6.0
Auto-Related Taxes:					
Commercial Motor Vehicle	60.0	60.0	60.0	60.0	60.0
Auto Use	29.0	29.0	29.0	29.0	29.0
Taxi Medallion	2.0	2.0	2.0	2.0	2.0
Miscellaneous Taxes:					
Section 1127 (Waiver)	156.0	156.0	156.0	156.0	156.0
PILOTs	355.0	297.2	297.2	297.2	297.2
Other Tax Refunds	(33.0)	(33.0)	(33.0)	(33.0)	(33.0)
Penalties and Interest:					
P&I - Real Estate Current Year	21.0	21.0	21.0	21.0	21.0
P&I - Real Estate Prior Year	37.0	37.0	37.0	37.0	37.0
P&I - Other (Refunds)	(4.0)	(4.0)	(4.0)	(4.0)	(4.0)
Total All Other Taxes*	\$655.3	\$597.5	\$597.5	\$597.5	\$597.5

* Totals may not add due to rounding

SANDY RECOVERY

New York City's Response to Sandy

Hurricane Sandy, which made landfall in New York City on October 29, 2012, disrupted critical systems and caused significant damage across the five boroughs of New York City. Sandy's impacts included power outages, hospital closures, transportation disruptions, and, most tragically, the loss of 44 lives in New York City.

In addition to emergency response and repairs to damages, the City is making resiliency improvements to protect against future disasters. Extreme weather events are expected to increase in both frequency and intensity due to climate change.

Federal Funding for Sandy Recovery

Funding for Sandy Recovery comes primarily from two sources, the Federal Emergency Management Agency (FEMA), and the U.S. Department of Housing and Urban Development (HUD). The FEMA Public Assistance program supports costs borne by the City for emergency response and long-term repairs to damaged City facilities and infrastructure, as well as qualifying resiliency improvements. HUD funding is provided through the Community Development Block Grant – Disaster Recovery program (CDBG-DR). Through this program the City is funding additional recovery needs such as housing recovery and assistance to impacted businesses.

Federal Emergency Management Agency (FEMA) Public Assistance

The January Financial Plan reflects essentially all of the FEMA funds that are currently projected to flow through the City's budget. A total of \$7.4 billion was budgeted in prior years and the prior financial plan, with \$2 billion reflected in the expense budget and \$5.4 billion in the capital budget. A total of \$3.8 billion is reflected in FY17 and out, with \$57 million reflected in the expense budget and \$3.7 billion in the capital budget.

Community Development Block Grant – Disaster Recovery Program (CDBG-DR)

The Federal Department of Housing and Urban Development has allocated \$4.2 billion of CDBG-DR funds from HUD for Hurricane Sandy. As of the January Financial Plan, \$3.5 billion is budgeted across all fiscal years in the capital and expense budgets. The January Financial Plan reflects an increase of approximately \$13 million in CDBG-DR funds. The remaining balance of approximately \$739 million will be added in future financial plans particularly to reflect HUD's recent approval of a substantial amendment to the City's Action Plan (see www.nyc.gov/cdbg).

CAPITAL PROGRAM

The Modified Capital Commitment Plan for Fiscal Years 2017-2020 authorizes agencies to commit \$64.0 billion, of which \$57.3 billion will be City-Funded. City funds include proceeds of bonds issued by the City Municipal Water Finance Authority and the New York City Transitional Finance Authority as well as City general obligation bonds.

The targeted level for City-funded commitments is \$12.2 billion in Fiscal Year 2017. The aggregate agency-by-agency authorized commitments of \$17.1 billion exceed the Fiscal Year Financial Plan by \$4.9 billion. Excess authorizations in this proportion have proven necessary to achieve commitment spending targets by accommodating such factors as scope changes and delays.

The Capital Program Since 2013

The following table summarizes capital commitments over the past four years.

FY 2013-2016 Commitments

(\$ in Millions)*

	2013		2014		2015		2016	
	City Funds	All Funds	City Funds	All Funds	City Funds	All Funds	City Funds	All Funds
Environmental Protection								
Equipment	\$65	\$58	\$84	\$84	\$91	\$91	\$93	\$93
Sewers	279	288	300	302	344	355	352	353
Water Mains, Sources & Treatment	402	402	343	345	553	553	418	419
Water Pollution Control	454	456	412	408	367	367	709	708
Water Supply	316	316	21	21	737	737	17	17
Subtotal	\$1,516	\$1,521	\$1,160	\$1,160	\$2,091	\$2,103	\$1,590	\$1,590
Transportation								
Mass Transit	\$125	\$133	\$35	\$35	\$125	\$125	\$229	\$237
Bridges	249	361	131	234	300	735	288	436
Highways	298	438	325	415	329	421	415	544
Subtotal	\$672	\$931	\$491	\$684	\$755	\$1,280	\$932	\$1,217
Education								
Education	\$1,282	\$2,345	\$1,040	\$2,060	\$1,546	\$2,884	\$2,455	\$2,504
Higher Education	48	48	74	74	55	55	40	41
Subtotal	\$1,330	\$2,394	\$1,113	\$2,134	\$1,601	\$2,940	\$2,496	\$2,545
Housing And Economic Development								
Economic Development	\$272	\$282	\$255	\$278	\$152	\$163	\$168	\$185
Housing	308	376	336	415	376	413	647	634
Subtotal	\$580	\$657	\$590	\$694	\$528	\$576	\$815	\$820
Administration Of Justice								
Correction	\$104	\$104	\$114	\$125	\$153	\$154	\$79	\$81
Courts	17	17	123	123	10	10	36	47
Police	83	89	164	170	140	141	190	191
Subtotal	\$204	\$210	\$401	\$418	\$303	\$304	\$305	\$320
City Operations & Facilities								
Cultural Institutions	\$172	\$176	\$211	\$215	\$151	\$154	\$105	\$114
Fire	143	157	52	63	70	71	144	133
Health + Hospitals	264	315	244	307	143	157	138	228
Parks	310	533	255	365	465	646	201	359
Public Buildings	190	190	144	144	94	94	121	121
Sanitation	392	400	276	277	255	274	177	176
Technology & Equipment	277	279	571	573	258	258	344	340
Other	147	215	216	356	278	404	369	494
Subtotal	\$1,894	\$2,265	\$1,969	\$2,298	\$1,714	\$2,056	\$1,600	\$1,965
Total Commitments	\$6,196	\$7,978	\$5,725	\$7,387	\$6,992	\$9,260	\$7,738	\$8,457
Total Expenditures	\$6,888	\$8,385	\$7,468	\$7,903	\$5,949	\$7,836	\$6,676	\$8,080

* Note: Individual items may not add to totals due to rounding.

FY 2017-2020 Commitment Plan

(\$ in Millions)*

	2017		2018		2019		2020	
	City Funds	All Funds	City Funds	All Funds	City Funds	All Funds	City Funds	All Funds
Environmental Protection								
Equipment	\$105	\$106	\$111	\$111	\$49	\$49	\$57	\$57
Sewers	801	819	876	903	679	679	651	651
Water Mains, Sources & Treatment	1,101	1,112	886	889	505	505	586	586
Water Pollution Control	879	925	916	1,083	1,234	1,234	1,193	1,193
Water Supply	233	233	21	21	220	220	260	260
Subtotal	\$3,119	\$3,196	\$2,810	\$3,007	\$2,687	\$2,687	\$2,747	\$2,747
Transportation								
Mass Transit	\$285	\$307	\$125	\$125	\$125	\$125	\$125	\$125
Bridges	725	997	1,215	1,419	506	548	1,391	1,481
Highways	858	1,034	932	1,101	971	1,180	608	740
Subtotal	\$1,868	\$2,339	\$2,272	\$2,645	\$1,602	\$1,854	\$2,125	\$2,346
Education								
Education	\$3,343	\$3,845	\$2,483	\$3,155	\$2,705	\$2,900	\$2,166	\$2,166
Higher Education	288	298	108	108	59	59	24	24
Subtotal	\$3,632	\$4,143	\$2,592	\$3,264	\$2,765	\$2,960	\$2,190	\$2,190
Housing And Economic Development								
Economic Development	\$1,058	\$1,257	\$782	\$822	\$545	\$574	\$495	\$579
Housing	868	909	823	862	737	769	730	762
Subtotal	\$1,925	\$2,165	\$1,605	\$1,684	\$1,281	\$1,342	\$1,225	\$1,341
Administration Of Justice								
Correction	\$506	\$580	\$990	\$990	\$482	\$482	\$78	\$78
Courts	206	213	354	359	157	157	233	233
Police	588	605	397	434	450	450	407	407
Subtotal	\$1,300	\$1,398	\$1,742	\$1,782	\$1,089	\$1,089	\$718	\$718
City Operations & Facilities								
Cultural Institutions	\$421	\$543	\$350	\$351	\$21	\$21	\$15	\$15
Fire	243	288	204	306	95	95	109	109
Health + Hospitals	572	1,005	426	745	187	550	208	418
Parks	1,035	1,259	1,090	1,331	728	793	712	712
Public Buildings	332	340	493	493	237	237	144	145
Sanitation	374	384	297	304	395	395	792	792
Resiliency, Technology & Equipment	860	1,302	953	953	721	721	714	714
Other	1,371	1,666	922	1,075	578	652	395	439
Subtotal	\$5,210	\$6,787	\$4,735	\$5,556	\$2,963	\$3,464	\$3,089	\$3,344
Total Commitments	\$17,054	\$20,028	\$15,756	\$17,938	\$12,387	\$13,396	\$12,093	\$12,685
Reserve For Unattained Commitments	(\$4,878)	(\$4,878)	(\$1,361)	(\$1,361)	(\$281)	(\$281)	\$5	\$5
Commitment Plan	\$12,176	\$15,150	\$14,395	\$16,577	\$12,106	\$13,115	\$12,098	\$12,690
Total Expenditures	\$7,468	\$8,882	\$9,270	\$10,719	\$10,598	\$12,191	\$10,876	\$12,206

* Note: Individual items may not add to totals due to rounding.

The Department of Design and Construction

The Department of Design and Construction was created in October 1995 by Local Law 77, which authorized it to assume responsibility for construction projects performed by the departments of Transportation, Environmental Protection and General Services. The Department delivers the City's construction projects in an expeditious, cost-effective manner, while maintaining the highest degree of architectural, engineering and construction quality. The Department performs design and construction functions related to streets and highways; sewers; water mains; correctional and court facilities; cultural buildings; libraries; and other public buildings, facilities and structures.

The consolidation of design and construction into a single agency allows for the elimination of duplicative program units within agencies; the standardization of construction procedures and practices; the implementation of reforms of current practices relating to procurement for construction projects; and the expansion of the use of construction-related technology, such as Computer-Aided Drafting and Design (CADD); and a project management information system. The Department also enables the City to coordinate a wide variety of construction projects with utilities, community representatives, and private industry, thus minimizing the disruption to individual neighborhoods caused by water-main projects, sewer construction, and road work, as well as reducing the costs associated with such projects. The Department of Design and Construction serves 21 client agencies.

Capital Asset Inventory and Maintenance Program

The Charter mandates an annual assessment of the City's major assets, including buildings, piers, bulkheads, bridges, streets and highways, and the preparation of state of good repair needs for these assets. The annual report, used by agencies for capital planning purposes, includes, as a separate volume, a reconciliation of the amounts recommended in the condition assessment with amounts funded in the budget. All asset reports are now available to the agencies via the City intranet.

Value Engineering

For the past 34 years, the Mayor's Office of Management and Budget (OMB) has successfully used the review and assessment tools of value management as a means of maximizing the City's return on investment. These include the value engineering and value analysis methodologies, defined below:

Value Engineering (VE) is a systematic review of construction designs, costs and functions for the purpose of achieving the most effective project at the lowest life-cycle cost for both capital and operating expenses. Value Engineering is conducted on select major capital projects at an early phase of design to confirm that the scope includes all required elements, to identify potential problems, and to incorporate solutions and recommendations into the design. Each review is customized to bring in relevant experts on a wide range of technical disciplines who contribute their vast knowledge to the development of City projects. An independent cost estimate is prepared for each VE study as a reality cost check.

In its role as technical support, the Value Engineering Unit is able to provide expertise otherwise unavailable in-house, both at OMB and other agencies. Working with a VE team of outside consultants and experts, along with input from agency clients, the VE Unit is able to review capital projects and operational processes, and greatly contribute to the effectiveness of how the City conducts its business and manages its resources. This truly collaborative effort also provides a forum to address the concerns of the interested parties. Recommendations stemming from VE reviews enable agency policymakers to make an informed assessment on the viability of a project's scope, cost and schedule, which often results in substantial construction cost savings. In many cases it also results in improved designs and future operational savings.

Projects earmarked for future VE reviews include bridges, resiliency projects, waste water treatment facilities, hospitals, labs, sanitation garages, IT, and energy projects.

Value Analysis (VA) fundamentally redesigns key operational functions to effect increased efficiency and improvements. Value analysis is applied to the review of the City's operational processes and procedures to assist agencies in streamlining their operations.

Value Analysis has assisted agencies in developing operational and functional processes for existing programs, and often offers a new paradigm for providing services. One of the essential goals of Value Analysis is to provide a structure within which a client agency's operations can be reviewed and changed by those closest to the process with support from the decision-makers charged with performing the agency's mission. This process encourages all levels of staff to see the larger mission, and creates internal support for change, which increases the likelihood of success.

OMB continues to be on the forefront in Value Management (VM). The City's VM program has provided agencies with a management tool that allows participation in the decision-making process by personnel at various levels, thereby adding collaborative and constructive input to the overall scope of projects.

FINANCING PROGRAM

The City financing program projects \$46.5 billion of long-term borrowing for the period fiscal years 2017 through 2021 to support the City’s current capital program. The portion of the capital program not financed by the New York City Municipal Water Finance Authority (NYW or the Authority) will be split between General Obligation (GO) bonds of the City and Future Tax Secured (FTS) bonds of the New York City Transitional Finance Authority (TFA). Given the TFA is approaching its statutory limit on Building Aid Revenue Bond (BARB) debt outstanding, the financing program reflects BARB issuance so as to remain under the limit.

Figures below do not include state funded financing for education capital purposes through TFA BARBs:

Financing Program

(\$ in Millions)

	2017	2018	2019	2020	2021	Total
City General Obligation Bonds	\$2,281	\$3,350	\$4,220	\$4,350	\$4,130	\$18,331
TFA Bonds ⁽¹⁾	3,200	3,350	4,220	4,350	4,130	19,250
Water Authority Bonds ⁽²⁾	1,874	1,597	1,777	1,848	1,845	8,941
Total	\$7,355	\$8,297	\$10,217	\$10,548	\$10,105	\$46,522

(1) TFA Bonds do not include BARBs issued for education capital purposes. TFA expects to continue to issue BARBs under the current legislative authorization.

(2) Includes commercial paper and revenue bonds issued for the water and sewer system’s capital program. Figures do not include bonds that defease commercial paper or refunding bonds.

Overview of the Financing Program

The following three tables show statistical information on debt issued and expected to be issued by the financing entities described above, other than BARBs to be issued by the TFA.

Debt Outstanding

(\$ in Millions at year end)

	2017	2018	2019	2020	2021
City General Obligation Bonds	\$38,020	\$39,155	\$41,188	\$43,169	\$44,910
TFA Bonds ⁽¹⁾	31,685	34,038	36,936	39,902	42,536
TSASC Bonds	1,129	1,103	1,077	1,049	1,021
Conduit Debt	1,365	1,284	1,206	1,121	1,033
Total	\$72,199	\$75,580	\$80,407	\$85,241	\$89,500
Water Authority Bonds	\$31,049	\$32,343	\$33,803	\$35,275	\$36,721

(1) Figures above do not include state funded financing for education capital purposes through the TFA BARBs.

Annual Debt Service Costs

(\$ in Millions, Before Prepayments)

	2017	2018	2019	2020	2021
City General Obligation Bonds	\$3,971	\$4,134	\$4,209	\$4,537	\$4,696
TFA Bonds ⁽¹⁾	2,187	2,225	2,848	3,127	3,381
TSASC Bonds	74	82	82	82	82
Conduit Debt ⁽²⁾	230	223	244	297	296
Total Debt Service	\$6,462	\$6,664	\$7,383	\$8,043	\$8,455
Water Authority Bonds ⁽³⁾	\$1,567	\$1,829	\$1,931	\$2,091	\$2,215

(1) Figures above do not include state funded financing for education capital purposes through the TFA BARBs.

(2) Conduit Debt debt service includes interest on the \$3 billion Hudson Yards Infrastructure Corporation (HYIC) debt issued in December 2006 and October 2011. Such debt is not included in the "Debt Outstanding" table above because the City is not required to pay principal of the HYIC debt.

(3) Includes First Resolution debt service and Second Resoluiton debt service net of subsidy payments from the NYS Environmental Facilities Corporation.

Debt Burden

	2017	2018	2019	2020	2021
Total Debt Service ⁽¹⁾ as % of:					
a. Total Revenue	7.5%	7.8%	8.3%	8.7%	8.9%
b. Total Taxes	11.6%	11.5%	12.2%	12.8%	12.9%
c. Total NYC Personal Income	1.1%	1.1%	1.2%	1.2%	1.3%
Total Debt Outstanding ⁽¹⁾ as % of:					
a. Total NYC Personal Income	12.5%	12.6%	12.9%	13.2%	13.3%

(1) Total Debt Service and Debt Outstanding include GO, conduit debt and TFA bonds other than BARBs.

The financing of the City capital program is split among GO, TFA FTS and NYW bond issuance. The City and TFA expect to issue, excluding refundings, \$18.3 billion and \$19.3 billion, respectively, during the plan period. The City issuance supports 39 percent of the total, while TFA FTS issuance supports 41 percent of the total. NYW will issue, excluding refundings, approximately \$8.9 billion.

The City, TFA, and NYW have enjoyed continued strong investor demand which has allowed the City capital program to be financed at reasonable interest rates. All of the issuers financing the City capital program have maintained credit ratings in the AA category or better by Moody's, Standard & Poor's, and Fitch, as indicated in the table below.

Ratings

Issuer	Moody's	Standards and Poor's	Fitch
NYC GO	Aa2	AA	AA
TFA Senior	Aaa	AAA	AAA
TFA Subordinate	Aa1	AAA	AAA
TFA BARBs	Aa2	AA	AA
NYW First Resolution	Aa1	AAA	AA+
NYW Second Resolution	Aa1	AA+	AA+
EFC Senior SRF Bonds	Aaa	AAA	AAA
EFC Subordinated SRF Bonds	Aaa	AAA	AA+

New York City General Obligation Bonds

Since July 1, 2016, the City has issued approximately \$2.3 billion in bonds for capital purposes. The dates and principal amounts are as follows:

NYC GO Issuance

(\$ in Millions)

Series	(N)ew Money/ (R)efunding	Issue Date	Tax Exempt Amount	Taxable Amount	Total Par Amount
2017A	N	8/18/2016	\$1,181	\$250	\$1,431
2017B	N	12/20/2016	\$650	\$200	\$850
Total			\$1,831	\$450	\$2,281

In addition to the total issuance mentioned above, the City took steps to manage its outstanding floating rate debt. The City reoffered four subseries of floating rate bonds amounting to over \$200 million. Of those reoffered issues, two subseries of publicly offered floating rate notes amounting to approximately \$150 million and two subseries of variable rate demand bonds amounting to approximately \$50 million were converted to fixed rates.

The City plans to issue GO bonds for capital purposes of approximately \$3.4 billion, \$4.2 billion, \$4.4 billion, and \$4.1 billion in fiscal years 2018 through 2021, respectively.

Currently the debt service for the City, TFA FTS, and City appropriation debt, or conduit debt, excluding the effect of pre-payments, is 7.5 percent of the City's total budgeted revenues in fiscal year 2017. That ratio is projected to rise to 8.9 percent in fiscal year 2021. As a percentage of tax revenues, the debt service ratio is 11.6 percent in fiscal year 2017 and is projected to increase to 12.9 percent in fiscal year 2021.

Variable Rate Debt

Floating rate bonds have been a reliable source of cost savings in the City financing program. In considering the proportion of the City's debt which is in variable rather than fixed rates, it is useful to consider all sources of financing with the exception of NYW, which is typically considered separately for such purposes. Included would be not only City GO bonds but also TFA FTS, TSASC bonds and conduit debt. The City and its related entities have approximately \$10.9 billion of floating rate exposure.

Despite changes in the floating rate market, the City and other issuers supporting the City capital program have maintained floating rate exposure to minimize interest costs. The City and related financing entities have managed bank facility expirations by obtaining renewals from existing providers or replacement facilities from new providers. In addition, the City and related financing entities have explored new floating rate structures not requiring bank facilities. The City and TFA entered into private placements and public offerings of index floating rate bonds bearing all-in costs comparable to variable rate demand bonds with bank facilities. The City and TFA continue to explore these and other debt instruments which confer the benefit of floating rate exposure.

The City has not entered into any new interest rate swaps to date in fiscal year 2017. The total notional amount of swaps outstanding as of December 31, 2016 was \$1.28 billion, on which the termination value was negative \$100.6 million. This is the theoretical amount which the City would pay if all of the swaps terminated under market conditions as of December 31, 2016.

The following table shows the City's and its related issuers' floating rate exposure. Floating rate exposure is of note because certain events can cause unexpected increased costs. Those events would include rising interest rates, a change in the tax code (in the case of tax-exempt debt), or the deterioration of the City's credit. Additionally, the deterioration of the credit of a related credit or liquidity provider can also have an impact on interest costs. By contrast, the cost of outstanding fixed rate debt does not increase if any of the previously mentioned events takes place. On the other hand, fixed rate borrowing locks in a higher borrowing cost if interest rates do not change materially or if they decline. Overall, floating rate exposure benefits the City because it reduces the cost of financing. In short, interest costs on short term debt are almost always lower than long term debt. The City has assumed floating rate exposure using a variety of instruments including tax exempt floating rate debt, taxable floating rate debt, basis swaps, and certain types of synthetic fixed rate debt. The basis swaps and certain synthetic fixed rate debt provide exposure to changes in the tax code but are largely insensitive to changes in interest rates and changes in the City's credit. Given that those instruments provide only limited floating rate exposure, they are counted as variable rate exposure at less than the full amount of par or notional amount. Instruments that provide exposure only to changes in the tax code are counted at 25 percent of par or notional amount in the table below.

NYC Floating-Rate Exposure⁽¹⁾

(\$ in Millions)

	GO	TFA	Conduit	TSASC	Total
Floating Rate Bonds	\$6,252	\$4,266	\$30	\$—	\$10,548
Synthetic Fixed	191	—	31	—	222
Enhanced Basis Swap	125	—	—	—	125
Total Floating-Rate	\$6,568	\$4,266	\$61	\$—	\$10,895
Total Debt Outstanding	\$38,020	\$31,685	\$1,365	\$1,129	\$72,199
% of Floating-Rate / Total Debt Outstanding					15.1%
Total Floating-Rate Less \$6.90 Billion Balance in General Fund (Floating-Rate Assets)					3,996
% of Net Floating Rate / Total Debt Outstanding					5.5%

(1) End of Year Debt Outstanding as of the January 2017 Financial Plan excluding NYW, HYIC, and TFA BARBs.

The 15.1 percent floating rate exposure, including the risk from the synthetic fixed rate swaps and the basis swaps, is even more manageable after taking into account the 10 year average balance of \$6.9 billion of short-term assets in the City's General Fund which are an offset to these floating rate liabilities. Net of these floating rate assets, the floating rate exposure of the City, excluding NYW, is 5.5 percent of its outstanding debt. Moreover, the City uses conservative assumptions in budgeting expenses from floating rate instruments.

During fiscal year 2017, short-term interest rates relating to the \$10.9 billion of floating rate debt have been under 0.60 percent on average for tax-exempt and under 0.90 percent for taxable floating rate debt. These rates have continued to provide extremely attractive financing costs relative to fixed rate debt. Tax exempt floating rate debt has traded recently at rates that are approximately 290 basis points lower than those for long term fixed-rate debt, resulting in an annual savings of over \$300 million.

The New York City Municipal Water Finance Authority

The New York City Municipal Water Finance Authority (NYW) was created in 1985 to finance capital improvements to the City's water and sewer system. Since its first bond sale in November 1985, the Authority has sold \$61.2 billion in bonds. These bond issuances included a combination of general (first) resolution, second general resolution and subordinated special resolution crossover refunding water and sewer system revenue bonds.

Of the aggregate bond par amount sold, \$30.0 billion is outstanding, \$22.6 billion was refinanced with lower cost debt, \$3.5 billion was defeased with Authority funds prior to maturity, and \$5.1 billion was retired with revenues as it matured. In addition to this long-term debt, NYW uses a \$600 million tax-exempt commercial paper program and bond anticipation notes (BANs) issued to the New York State Environmental Facilities Corporation (EFC) as a source of flexible short-term financing. The commercial paper includes \$400 million of unenhanced extendible municipal commercial paper (EMCP) notes and \$200 million of notes backed by a line of credit from a bank. NYW has drawn \$713.8 million on the BANs as of December 30, 2016.

NYW's outstanding debt also includes floating rate bonds, which have been a reliable source of cost effective financing. NYW has \$5.2 billion of floating rate bonds or 17.3% of its outstanding debt, including \$401 million which was swapped to a fixed rate. NYW's floating rate exposure includes tax-exempt floating rate debt supported by liquidity facilities.

NYW participates in the State Revolving Fund (SRF) program administered by the EFC. The SRF provides a source of long-term below-market interest rate borrowing, subsidized from federal capitalization grants, state matching funds and other funds held by EFC.

Summarized in the following table are three bond series that have closed to date in fiscal year 2017. The proceeds of the bonds refinanced commercial paper previously issued by NYW or paid principal and interest on certain of the Authority's outstanding bonds and paid the costs of issuance.

NYW Issuance

Series	(N)ew Money/ (R)efunding	Issue Date	Par Amount	True Interest Cost (TIC)	Longest Maturity
2017 AA	N	10/6/2016	\$201,000,000	3.25%	2046
2017 BB	N	10/6/2016	\$289,500,000	0.57% ⁽¹⁾	2049
2017 CC	N/R	12/15/2015	\$415,650,000	4.25%	2046

(1) Bonds issued as variable rate demand bonds; rate shown is an average from the issue date through December 30, 2016

NYW is a party to two interest rate exchange agreements (swaps) with a total notional amount of \$401 million. As of December 31, 2016, the mark-to-market value of the swaps was negative \$107.4 million. This is the theoretical amount which NYW would pay if all swaps terminated as of December 31, 2016.

NYW expects to issue \$839 million of additional new money bonds over the remainder of fiscal year 2017. During the period from fiscal year 2018 to fiscal year 2021, NYW expects to sell an average of approximately \$1.7 billion of new money bonds per year. Of this amount, NYW plans to issue a minimum of \$300 million per year through EFC, taking advantage of the interest rate subsidy available for qualifying projects, and minimizing the overall costs of its financing program. NYW expects to issue approximately 90 percent of its new debt per year as fixed rate debt with the remainder issued as variable rate debt, subject to market conditions.

The New York City Transitional Finance Authority

The TFA is a public authority of New York State created by the New York Transitional Finance Authority Act. The TFA was created to issue debt, primarily secured with the City's personal income tax, to fund a portion of the capital program of the City. The TFA was originally authorized to issue up to \$7.5 billion of bonds and notes. On September 13, 2001, the TFA was given statutory authority to borrow \$2.5 billion to finance costs related to the September 11th terrorist attack on the City. Currently, TFA is permitted to have \$13.5 billion of debt outstanding and any amounts over and above that level are subject to the City's remaining debt incurring power under the State constitutional debt limit.

Since July 1, 2016, the TFA has issued approximately \$2.2 billion in bonds for capital purposes. The dates and principal amounts are as follows:

NYC TFA Issuance

(\$ in Millions)

Series	(N)ew Money/ (R)efunding	Issue Date	Tax Exempt Amount	Taxable Amount	Total Par Amount
2017 A	N	7/28/2016	\$800	\$250	\$1,050
2017 B	N	9/22/2016	900	250	1,150
Total			\$1,700	\$500	\$2,200

Beyond the financings described above, the TFA plans to issue TFA bonds for capital purposes of approximately \$1.0 billion, \$3.4 billion, \$4.2 billion, \$4.4 billion, and \$4.1 billion in fiscal years 2017 through 2021, respectively.

In April 2006, the State enacted legislation authorizing issuance by the TFA of an additional \$9.4 billion of bonds to be used to fund capital costs for the Department of Education. This legislation also provided for the assignment to TFA of State building aid that had previously been paid directly to the City. The TFA currently has approximately \$7.9 billion of BARBs outstanding which fund the capital program of the Department of Education. The financing program reflects BARB issuance projections to remain under the statutory cap. The TFA plans to issue BARBs of approximately \$750 million, \$163 million, \$77 million, and \$295 million in fiscal years 2018 through 2021, respectively. The reduction of BARB issuance is offset by an increase in GO and TFA FTS bond issuance.

Hudson Yards Infrastructure Corporation

Hudson Yards Infrastructure Corporation (HYIC), a not-for-profit local development corporation, was established to provide financing for infrastructure improvements to facilitate economic development on Manhattan's far west side. Improvements include the extension of the No. 7 subway line west and south, construction of a system of parks, streets, and open spaces, as well as the acquisition of development rights over the MTA rail yards.

In December 2006, HYIC, issued its first series of bonds in the principal amount of \$2 billion. HYIC issued its second issuance of \$1 billion of Senior Bonds in October 2011. Principal on the HYIC bonds will be repaid from revenues generated by this new development, notably payments-in-lieu-of-property taxes (PILOT) on the commercial development and various developer payments. To the extent these revenues are not sufficient to cover interest payments, the City has agreed to make interest support payments to HYIC subject to appropriation.

Given the ongoing development in the Manhattan's far west side, revenues received by HYIC have accelerated. Collections of PILOT revenue and tax equivalency payments continue to increase. Additionally, HYIC recently received over \$12 million from payments in lieu of mortgage recording tax. These revenues, along with other revenues, will eliminate the interest support the City would have to provide on the HYIC bonds for fiscal years 2017 and 2018. However, some of these revenues are not ongoing, and the City financial plan reflects appropriation for interest support on the HYIC bonds in the future should recurring revenues be insufficient to cover interest on HYIC bonds.

The No. 7 Subway extension was constructed by the MTA and began service in September 2015.

Phase I of Hudson Park and Boulevard completed construction and was opened to the public in September 2015 and is managed by the Hudson Yards Hell's Kitchen Business Improvement District.

Supplemental Information

EXPENDITURE ASSUMPTIONS

The expenditure estimates in the plan reflect the four-year financial plan submitted on November 17, 2016 adjusted for new needs, approved categorical budget modifications through January 20, 2017, changes in inflation and other technical adjustments.

Personal Services

The estimates for Personal Services over the five-year period of the plan are as follows:

	(\$ in Millions)				
	2017	2018	2019	2020	2021
Salaries and Wages	\$25,568	\$26,370	\$26,885	\$27,366	\$27,509
Pensions	9,413	9,819	10,100	10,152	10,170
Other Fringe Benefits	9,606	10,258	10,981	11,920	12,701
Reserve for Collective Bargaining	261	946	1,911	2,268	2,713
Total	\$44,848	\$47,393	\$49,877	\$51,706	\$53,093

Salaries and Wages

The projections for salaries and wages reflect personnel costs associated with current and projected headcount levels and also includes recognized needs and any wage adjustments from rounds of collective bargaining that have been implemented.

Pensions and Other Fringe Benefits

Pension expenses reflect recent actuarial estimates of the City's five major retirement systems prepared by the Office of the Actuary (OA). In addition to these estimates, pension expenses mainly include the impact of asset performance in fiscal year 2016.

Pension expense estimates in the financial plan reflect the funding assumptions and actuarial methods recommended by the Chief Actuary in fiscal year 2012. The assumptions were adopted by the boards of trustees of each of the City's retirement systems and a certain portion of the assumptions subject to legislation was enacted into law in January 2013.

In fiscal year 2016, mortality assumptions were updated based, in part, on the results of an actuarial audit, on studies of mortality improvement published in 2015, and on input from the City's outside consultants and auditors. The changes reflect longer retiree lifespans and the application of Mortality Improvement Scale MP-2015, published by the Society of Actuaries in October 2015. In addition, an asset corridor was implemented to keep the Actuarial Value of Assets (AAV) within 80% - 120% of the Market Value of Assets (MVA). Usually, the unexpected investment return, or difference between the assumed investment return (currently 7% of AAV) and the actual investment return on the MVA, is phased into the AAV over six years. With the asset corridor, the unexpected return will be phased in immediately if AAV falls under 80% or above 120% of the MVA.

The financial plan reflects the estimated impact of fiscal year 2016 investment returns of 1.46% (net of investment fees). The investment returns – lower than the assumed actuarial rate of seven percent – increased the City's required pension contributions by \$120 million, \$241 million, \$361 million, and \$482 million in fiscal years 2018 through 2021, respectively.

Other adjustments stemming from changes in the number of active members, wage growth assumptions, and administrative expenses of the retirement systems have been reflected in the financial plan.

Total pension expenses for the financial plan are shown below:

Total Pension Expenses					
(\$ in Millions)					
	2017	2018	2019	2020	2021
City Actuarial Systems	\$9,258	\$9,655	\$9,929	\$9,977	\$9,995
Non-City Systems	85	89	91	92	92
Non-Actuarial	70	75	80	83	83
Total	\$9,413	\$9,819	\$10,100	\$10,152	\$10,170

Other fringe benefits include, primarily, Social Security, Unemployment Insurance, Workers' Compensation and Health Insurance. Expenditures on fringe benefits include adjustments for the expected changes in the City's planned headcount levels. The Social Security expense estimates reflect the tax rates and earnings caps issued by the Social Security Administration. In Calendar 2017, the combined tax rate is 7.65%. The OASDI tax portion of 6.2% is capped at \$127,200 in earnings; the Medicare tax portion of 1.45% is applied to all earnings. Unemployment Insurance expense estimates are consistent with the statutory weekly benefit levels and planned payroll levels. Workers' Compensation expense estimates are consistent with the compensation rate schedule mandated by State law and the projected growth in medical costs. Health Insurance expense estimates reflect current levels of City enrollee coverage based on the health insurance contract counts and premium data available from the City's health insurance providers. These estimates also include the health care savings agreed to in the May 2014 Agreement between the City and the Municipal Labor Committee. The savings amounts agreed to were \$400 million, \$700 million, \$1 billion and \$1.3 billion in FY 2015 through FY 2018 respectively. The savings are expected to continue through the financial plan.

Reserve for Collective Bargaining

To date, the City has reached agreements with over 90% of the workforce. The labor reserve contains funding for the net cost of all of the elements of the UFT and DC37 pattern as well as the Uniformed pattern as applied to the remaining unsettled unions (including those for whom ratification is pending). The reserve also contains funding for the restructured payments for those unions that were covered by the UFT nine-year pattern. For the period beyond current round of bargaining, the reserve contains funding for wage increases assumed to be 1% per year following the expiration of the 2010-2017 round of collective bargaining.

The reserve assumes outstanding employees who were unsettled for the 2008-2010 round of collective bargaining will follow the UFT pattern. For all other civilians, the reserve assumes application of the DC37 deal over the seven-year period.

In May 2014, the City announced a settlement with the United Federation of Teachers (UFT) covering the 2008-2010 bargaining period and the seven-year portion beyond 2010. The agreement provides for a total compounded value of 19.41% in general wage increases over the nine-year period. In July 2014, the City reached a settlement with the District Council 37 (DC37) that provides for a total compounded value of 10.41% in general wage increases over the seven-year period.

In December 2014, the City reached a settlement with the eight members of the Uniformed Superior Officers Coalition (USOC) representing superior officers in each of the four uniformed forces. The settlement provides for a total of 11.51% compounded general wage increases and set the pattern for uniformed force employees in the 2010-2017 round of collective bargaining.

With the exception of the PBA, all uniformed unions are currently settled for the 2010 – 2017 round of bargaining. An arbitration panel awarded two 1% increases over 24 months (8/1/2010 – 7/31/2012) for the PBA which is consistent with the first two years of the Uniformed Pattern. Currently, negotiations with the PBA are in mediation and another binding arbitration is likely.

Other Than Personal Services

The following items are included in this category:

	(\$ in Millions)				
	2017	2018	2019	2020	2021
Administrative OTPS	\$23,944	\$21,962	\$22,070	\$21,808	\$22,047
Public Assistance	1,584	1,594	1,605	1,617	1,617
Medical Assistance	5,915	5,915	5,915	5,915	5,915
Health + Hospitals*	823	830	851	954	854
Covered Agency Support and Other Subsidies	4,034	3,984	4,080	4,152	4,220
City Debt Service*	6,388	6,581	7,301	7,960	8,372
Prepayment Adjustments	(983)	(3,055)	-	-	-
Capital Stabilization Reserve	-	250	250	250	250
General Reserve	300	1,000	1,000	1,000	1,000
Total	\$42,005	\$39,061	\$43,072	\$43,656	\$44,275

* Numbers adjusted for prepayments.

Administrative OTPS

The estimates in this category include new needs in the baseline. For 2019 through 2021, most expenditures have been increased to reflect the effect of inflation. The inflation adjustment, which is shown in a citywide account, represents an annual 2.5 percent increase in 2019 through 2021. Baseline costs for energy and lease requirements are shown in the appropriate operating agency, while out-year inflationary costs are primarily shown in citywide accounts as noted in the following two sections.

Energy

The financial plan for 2017 through 2021 reflects current projections for energy related purchases. Gasoline and fuel costs are expected to increase by \$42 million between 2017 and 2021. Heat, light and power is expected to increase by \$86 million between 2017 and 2021.

Usage adjustments are held constant, with the exception of varying workload adjustments, the privatization initiative in the In-Rem / DAMP program, and the annualization of 2017 adjustments, where applicable.

The annual cost projections are as follows:

	Energy Costs				
	(\$ in Millions)				
	2017	2018	2019	2020	2021
Gasoline	\$66	\$71	\$76	\$82	\$88
Fuel Oil	70	73	77	83	90
HPD-In Rem / DAMP	3	3	3	3	3
HPD-ERP / AEP	5	3	3	3	3
Heat, Light and Power	709	737	752	774	795
Total	\$853	\$887	\$911	\$945	\$979

Leases

Agency baseline expenditures carry the cost of leases at a constant level for 2018 through 2021 with the exception of the annualization of 2018 adjustments where applicable. A citywide adjustment for 2018 through 2021 provides for the increased cost of leases based on a 3.0 percent annual inflator. The four-year projection includes \$1,106 million for leases in 2018, \$1,139 million in 2019, \$1,173 million in 2020, and \$1,209 million in 2021. Of these amounts, the citywide adjustment is \$32 million, \$65 million, \$100 million and \$135 million respectively in 2018 through 2021.

Public Assistance

The financial plan supports the current Public Assistance caseload, which was 370,695 as of November 2016.

Medical Assistance

The financial plan for medical assistance funds Medicaid expenditures for 3.5 million New York City recipients. The City's share of total Medicaid expenditures was capped as a result of the 2005-2006 and 2012-2013 State Budgets. In 2018, the City anticipates a budget of \$5.8 billion in City Tax Levy.

Health + Hospitals

The City's support for Health + Hospitals reflects funding for the provision of healthcare to prison inmates and uniformed service employees, as well as other City services. Support also includes the most recent round of collective bargaining costs for applicable unions that have reached agreements with the City. The 2018 City support is budgeted at \$830 million. Details of Health + Hospitals' own institutional financial plan are set forth in the covered organization submissions.

Covered Agency Support and Other Subsidies

Included in this category are the contributions made by the City to the Transit Authority, Housing Authority, Libraries and various Cultural Institutions. Also included in this category are the estimated projections for the cost of Judgments and Claims.

General Reserve

The General Reserve is projected at \$1 billion for 2018 through 2021 to provide for uncontrollable increases in expenditures as well as shortfalls in revenue. The General Reserve for 2018 through 2021 has been increased above the required amount as per the City Charter to allow for any further uncertainties that may occur in the future.

Capital Stabilization Reserve

The financial plan includes a capital stabilization reserve of \$250 million in fiscal years 2018 through 2021, for a total of \$1 billion.

Debt Service

Debt Service projections estimate payments of debt service on currently outstanding City, Transitional Finance Authority (TFA) and Lease debt and future issuances in accordance with the financing program for 2017-2021. Actual debt service payments in these years will be affected by the timing of such issuances as well as market conditions. Projections of debt service on debt to be issued are based on estimates of the periods of probable usefulness of the expenditures to be financed for the City.

A Budget Stabilization account has been established for the prepayment of future years' debt service costs. Funding of \$3.06 billion in 2017 has been provided for this purpose.

Below are the detailed estimates for debt service for 2017 through 2021 after prepayments:

(\$ in Millions)

	Long Term	Short Term	Lease Purchase	Budget Stabilization*	Total City and Lease	TFA	Prepayment Adjustment	Total City, Lease and TFA
2017	\$2,167	\$-	\$130	\$3,055	\$5,352	\$453	\$583	\$6,388
2018	2,987	-	223	-	3,210	316	3,055	6,581
2019	4,209	-	244	-	4,453	2,848	-	7,301
2020	4,536	-	297	-	4,833	3,127	-	7,960
2021	4,695	-	296	-	4,991	3,381	-	8,372

* Amounts in the Budget Stabilization Account are used to prepay the succeeding year's debt service.

NEW YORK CITY
Five Year Expenditure Analysis

(All Funds - \$ in Millions)

	2017	2018	2019	2020	2021
Uniformed Forces					
Police Department	\$5,428	\$5,265	\$5,296	\$5,300	\$5,299
Fire Department	2,059	1,981	1,956	1,982	1,982
Department of Correction	1,402	1,441	1,438	1,453	1,464
Department of Sanitation	1,622	1,676	1,703	1,708	1,706
Health and Welfare					
Admin. for Children Services	3,031	3,034	3,060	3,065	3,067
Department of Social Services	9,711	9,833	9,870	9,926	9,926
Dept. of Homeless Services	1,689	1,432	1,428	1,421	1,421
Dept Health & Mental Hygiene	1,598	1,511	1,523	1,522	1,522
Other Agencies					
NY Public Library - Research	27	28	28	28	28
New York Public Library	136	135	135	135	135
Brooklyn Public Library	102	101	101	101	101
Queens Borough Public Library	104	102	102	102	102
Department for the Aging	341	306	307	310	310
Department of Cultural Affairs	187	144	144	144	144
Housing Preservation & Dev.	1,339	903	744	742	742
Dept of Environmental Prot.	1,584	1,218	1,198	1,186	1,187
Department of Finance	279	286	286	286	286
Department of Transportation	998	956	957	910	912
Dept of Parks and Recreation	548	487	485	484	482
Dept of Citywide Admin Srvces	1,207	1,134	1,122	1,123	1,124
All Other Agencies	3,651	2,615	2,577	2,570	2,555
Major Organizations					
Department of Education	23,310	24,326	25,199	25,727	26,311
City University	1,198	1,107	1,135	1,144	1,157
Health + Hospitals	423	830	851	954	854
Other					
Citywide Pension Contributions	9,413	9,819	10,100	10,152	10,170
Miscellaneous	9,013	10,505	12,043	12,951	13,916
Debt Service	5,806	3,527	7,301	7,960	8,372
Prior Payable Adjustment	(400)	—	—	—	—
General Reserve	300	1,000	1,000	1,000	1,000
Citywide Savings Initiatives	—	(31)	(42)	(47)	(44)
Energy Adjustment	10	49	81	116	151
Lease Adjustment	—	32	65	100	135
OTPS Inflation Adjustment	—	—	56	111	167
Elected Officials					
Mayoralty	137	140	138	134	122
All Other Elected	600	562	562	562	562
Total Including Intra-City	\$86,853	\$86,454	\$92,949	\$95,362	\$97,368
Less: Intra-City Expenses	(2,039)	(1,786)	(1,781)	(1,787)	(1,787)
Total Excluding Intra-City	\$84,814	\$84,668	\$91,168	\$93,575	\$95,581

NEW YORK CITY
Five Year Expenditure Analysis

(City Funds - \$ in Millions)

	2017	2018	2019	2020	2021
Uniformed Forces					
Police Department	\$4,865	\$4,944	\$4,998	\$5,009	\$5,009
Fire Department	1,774	1,732	1,731	1,757	1,757
Department of Correction	1,390	1,431	1,428	1,443	1,454
Department of Sanitation	1,591	1,643	1,669	1,674	1,671
Health and Welfare					
Admin. for Children Services	776	899	918	921	923
Department of Social Services	7,329	7,522	7,561	7,611	7,611
Dept. of Homeless Services	948	772	767	759	759
Dept Health & Mental Hygiene	665	663	695	696	696
Other Agencies					
NY Public Library - Research	27	28	28	28	28
New York Public Library	135	135	135	135	135
Brooklyn Public Library	101	101	101	101	101
Queens Borough Public Library	103	102	102	102	102
Department for the Aging	216	191	192	195	195
Department of Cultural Affairs	181	143	143	143	143
Housing Preservation & Dev.	189	116	78	78	78
Dept of Environmental Prot.	1,200	1,147	1,129	1,117	1,118
Department of Finance	273	281	281	281	281
Department of Transportation	559	562	563	566	568
Dept of Parks and Recreation	411	380	379	378	376
Dept of Citywide Admin Srvces	329	280	268	269	270
All Other Agencies	2,204	1,971	1,952	1,945	1,943
Major Organizations					
Department of Education	11,045	11,566	12,022	12,206	12,524
City University	810	795	823	831	844
Health + Hospitals	291	767	788	891	791
Other					
Citywide Pension Contributions	9,269	9,674	9,955	10,008	10,026
Miscellaneous	7,176	8,818	10,313	11,178	12,097
Debt Service	5,540	3,263	7,043	7,709	8,128
Prior Payable Adjustment	(400)	—	—	—	—
General Reserve	300	1,000	1,000	1,000	1,000
Citywide Savings Initiatives	—	(31)	(42)	(47)	(44)
Energy Adjustment	10	49	81	116	151
Lease Adjustment	—	32	65	100	135
OTPS Inflation Adjustment	—	—	56	111	167
Elected Officials					
Mayoralty	95	97	98	94	94
All Other Elected	534	523	524	525	525
Total City Funds	\$59,936	\$61,596	\$67,844	\$69,930	\$71,656

Revenue Detail

(\$ in Millions)

	2017	2018	2019	2020	2021
Taxes:					
• Real Property	\$24,196	\$25,629	\$27,292	\$28,618	\$29,929
• Personal Income	11,155	11,493	11,890	12,496	13,007
• General Corporation	3,904	3,890	3,982	4,004	4,113
• Banking Corporation	(35)	—	—	—	—
• Unincorporated Business	2,069	2,155	2,265	2,388	2,483
• Sale and Use	7,044	7,564	7,910	8,289	8,592
• Commercial Rent	816	848	884	919	955
• Real Property Transfer	1,444	1,485	1,580	1,685	1,717
• Mortgage Recording	1,061	994	1,063	1,140	1,158
• Utility	365	377	380	388	398
• Cigarette	44	42	41	40	39
• Hotel	568	575	587	602	620
• All Other	655	598	597	597	597
• Tax Audit Revenue	1,041	850	721	721	721
• State Tax Relief Program - STAR	556	535	533	531	529
Total Taxes	\$54,883	\$57,035	\$59,725	\$62,418	\$64,858
Miscellaneous Revenue:					
• Licenses, Franchises, Etc.	\$731	\$645	\$639	\$644	\$641
• Interest Income	75	110	177	241	246
• Charges for Services	996	977	980	980	980
• Water and Sewer Charges	1,407	1,361	1,347	1,336	1,337
• Rental Income	235	225	224	224	224
• Fines and Forfeitures	923	902	891	880	870
• Miscellaneous	429	356	563	712	722
• Intra-City Revenue	2,039	1,786	1,781	1,787	1,787
Total Miscellaneous	\$6,835	\$6,362	\$6,602	\$6,804	\$6,807

Revenue Detail

(\$ in Millions)

	2017	2018	2019	2020	2021
Unrestricted Intergovernmental Aid	57	—	—	—	—
Reserve for Disallowance of Categorical Grants	200	(15)	(15)	(15)	(15)
Less: Intra City Revenue	(2,039)	(1,786)	(1,781)	(1,787)	(1,787)
SUB TOTAL CITY FUNDS	\$59,936	\$61,596	\$64,531	\$67,420	\$69,863
Other Categorical Grants	980	856	847	837	833
Inter Fund Agreements	655	658	658	595	593
TOTAL CITY FUNDS & CAPITAL BUDGET TRANSFERS	\$61,571	\$63,110	\$66,036	\$68,852	\$71,289
Federal Categorical Grants:					
• Community Development	1,623	396	253	257	232
• Social Services	3,666	3,486	3,481	3,482	3,482
• Education	1,702	1,776	1,776	1,776	1,776
• Other	1,835	1,354	1,301	1,294	1,291
Total Federal Grants	\$8,826	\$7,012	\$6,811	\$6,809	\$6,781
State Categorical Grants:					
• Social Services	1,858	1,744	1,757	1,763	1,763
• Education	10,319	10,813	11,245	11,593	11,860
• Higher Education	286	286	286	286	286
• Department of Health and Mental Hygiene	584	552	535	535	535
• Other	1,370	1,151	1,185	1,227	1,274
Total State Grants	\$14,417	\$14,546	\$15,008	\$15,404	\$15,718
TOTAL REVENUE	\$84,814	\$84,668	\$87,855	\$91,065	\$93,788

Full-Time and Full-Time Equivalent (FTE) Headcount

	6/30/2017		6/30/2018		6/30/2019		6/30/2020	
	Total	City	Total	City	Total	City	Total	City
MAYORAL AGENCIES AND ELECTED OFFICIALS:								
Uniform Forces:								
Police Department - Uniform	35,822	35,822	35,822	35,822	35,822	35,822	35,822	35,822
Police Department - Civilian	17,983	17,876	17,974	17,954	17,987	17,967	18,000	17,980
Fire Department - Uniform	10,884	10,876	10,910	10,902	10,938	10,930	10,938	10,930
Fire Department - Civilian	6,027	6,008	6,030	6,013	6,030	6,013	6,030	6,013
Department of Correction - Uniform	10,336	10,336	10,420	10,420	10,459	10,459	10,475	10,475
Department of Correction - Civilian	2,238	2,230	2,238	2,230	2,250	2,242	2,250	2,242
Sanitation Department - Uniform	7,445	7,328	7,505	7,388	7,569	7,452	7,569	7,452
Sanitation Department - Civilian	2,551	2,444	2,684	2,577	2,708	2,601	2,708	2,601
Subtotal	93,286	92,920	93,583	93,306	93,763	93,486	93,792	93,515
Health and Welfare:								
Admin. For Children Services	7,178	7,010	7,174	7,006	7,174	7,006	7,173	7,006
Social Services	15,090	11,684	14,705	11,299	14,710	11,304	14,714	11,308
Homeless Services	2,368	2,307	2,394	2,394	2,394	2,394	2,394	2,394
Health and Mental Hygiene	6,829	5,450	6,505	5,256	6,497	5,259	6,493	5,256
Subtotal	31,465	26,451	30,778	25,955	30,775	25,963	30,774	25,964
Other Agencies:								
Housing Preservation and Development	2,529	776	2,534	772	2,504	769	2,500	766
Environmental Protection	6,365	249	6,327	249	6,315	249	6,303	249
Finance	2,233	2,221	2,229	2,217	2,229	2,217	2,229	2,217
Transportation	5,471	2,651	5,406	2,566	5,378	2,538	5,370	2,549
Parks	7,917	7,202	7,471	6,779	7,471	6,779	7,456	6,764
Citywide Administrative Services	2,642	1,920	2,645	1,923	2,644	1,922	2,647	1,925
All Other	21,929	18,307	21,324	18,062	21,285	18,058	21,256	18,036
Subtotal	49,086	33,326	47,936	32,568	47,826	32,532	47,761	32,506
Education:								
Department of Education - Pedagogical	120,135	92,471	121,010	92,702	121,780	93,125	121,651	93,117
Department of Education - Civilian	23,942	21,347	23,927	21,322	23,937	21,328	23,941	21,328
City University - Pedagogical	6,533	6,533	6,533	6,533	6,533	6,533	6,533	6,533
City University - Civilian	3,208	3,208	3,363	3,363	3,568	3,568	3,752	3,752
Subtotal	153,818	123,559	154,833	123,920	155,818	124,554	155,877	124,730
Total Mayoral Agencies and Elected Officials	327,655	276,256	327,130	275,749	328,182	276,535	328,204	276,715
COVERED ORGANIZATIONS^[1]								
Health + Hospitals	38,713	38,713	38,713	38,713	38,713	38,713	38,713	38,713
Housing Authority	11,459	-	11,282	-	11,242	-	11,212	-
Libraries	4,285	4,285	4,336	4,336	4,336	4,336	4,336	4,336
Cultural Institutions ^[2]	1,426	1,426	1,426	1,426	1,426	1,426	1,426	1,426
School Construction Authority	840	840	840	840	840	840	840	840
New York City Employees Retirement System	450	450	450	450	450	450	450	450
Economic Development Corporation	505	505	505	505	505	505	505	505
Teachers Retirement System	392	392	392	392	392	392	392	392
Police Pension Fund	143	143	143	143	143	143	143	143
All Other ^[3]	267	263	268	264	269	265	270	266
Subtotal	58,480	47,017	58,355	47,069	58,316	47,070	58,287	47,071
Grand Total	386,135	323,273	385,485	322,818	386,498	323,605	386,491	323,786

[1] Includes non-city employees substantially paid by city subsidies.

[2] Includes only those employees of the Cultural Institutions Group paid by city fund subsidies.

[3] Includes Housing Development Corporation, Education Construction Fund, City University Construction Fund, Rent Guidelines Board and Water Finance Authority.

Agency Five Year Summary

Citywide Savings Program

(City Funds - \$ in 000's)

	Fiscal Year 2017			Fiscal Year 2018			Fiscal Year 2019		
	Expense	Revenue	Total	Expense	Revenue	Total	Expense	Revenue	Total
UNIFORMED FORCES									
Police	(\$5,081)	\$—	(\$5,081)	(\$5,081)	\$—	(\$5,081)	(\$5,081)	\$—	(\$5,081)
HEALTH AND WELFARE									
Admin. for Children's Services	(119,612)	—	(119,612)	(13,297)	—	(13,297)	(13,297)	—	(13,297)
Social Services	(49,621)	—	(49,621)	(14,509)	—	(14,509)	(14,509)	—	(14,509)
Homeless Services	—	—	—	(2,657)	—	(2,657)	(2,657)	—	(2,657)
Youth and Community Development	(1,500)	—	(1,500)	(1,808)	—	(1,808)	(308)	—	(308)
Health and Mental Hygiene	(4,867)	—	(4,867)	(8,759)	—	(8,759)	(8,748)	—	(8,748)
OTHER AGENCIES									
Housing Preservation and Development	(550)	—	(550)	(317)	—	(317)	(317)	—	(317)
Transportation	(5,073)	—	(5,073)	(4,415)	(4,418)	(8,833)	149	(4,418)	(4,269)
Parks and Recreation	—	—	—	(400)	—	(400)	(400)	(80)	(480)
Citywide Admin. Services	(271)	(1,800)	(2,071)	(1,161)	—	(1,161)	(1,161)	—	(1,161)
All Other Agencies	(12,198)	(5,465)	(17,663)	(11,049)	(3,358)	(14,407)	(10,559)	(3,358)	(13,917)
EDUCATION									
Department of Education	(57,714)	—	(57,714)	(62,392)	—	(62,392)	(63,241)	—	(63,241)
City University	—	—	—	(3,100)	—	(3,100)	(3,100)	—	(3,100)
OTHER									
Citywide Savings Initiatives	—	—	—	(18,700)	—	(18,700)	(26,000)	—	(26,000)
Miscellaneous	(166,009)	—	(166,009)	(90,897)	—	(90,897)	(90,897)	—	(90,897)
Debt Service	(84,826)	—	(84,826)	(334,320)	—	(334,320)	(83,400)	—	(83,400)
TOTAL CITYWIDE SAVINGS PROGRAM	(\$507,322)	(\$7,265)	(\$514,587)	(\$572,862)	(\$7,776)	(\$580,638)	(\$323,526)	(\$7,856)	(\$331,382)

Citywide Savings Program

(City Funds - \$ in 000's)

	Fiscal Year 2017			Fiscal Year 2018			Fiscal Year 2019		
	Expense	Revenue	Total	Expense	Revenue	Total	Expense	Revenue	Total
ALL OTHER AGENCIES									
Mayoralty	(\$154)	\$—	(\$154)	\$—	\$—	\$—	\$—	\$—	\$—
Emergency Management	(198)	—	(198)	—	—	—	—	—	—
Law Department	(1,018)	(4,776)	(5,794)	—	—	—	—	—	—
City Planning	(750)	—	(750)	—	—	—	—	—	—
Civilian Complaint Review Board	(81)	—	(81)	(251)	—	(251)	(251)	—	(251)
Board of Correction	(15)	—	(15)	(46)	—	(46)	(46)	—	(46)
City Clerk	(29)	—	(29)	—	—	—	—	—	—
Cultural Affairs	(165)	—	(165)	—	—	—	—	—	—
FISA	(1,057)	—	(1,057)	(1,120)	—	(1,120)	(1,120)	—	(1,120)
Payroll Administration	(164)	—	(164)	(177)	—	(177)	(177)	—	(177)
Taxi & Limousine Commission	(95)	—	(95)	(195)	—	(195)	(228)	—	(228)
Probation	(397)	—	(397)	—	—	—	—	—	—
Small Business Services	(854)	—	(854)	(746)	—	(746)	(748)	—	(748)
Department of Buildings	(2,500)	(652)	(3,152)	—	(3,260)	(3,260)	—	(3,260)	(3,260)
Environmental Protection	(2,143)	—	(2,143)	(1,450)	—	(1,450)	(925)	—	(925)
DOITT	(2,478)	—	(2,478)	(7,064)	—	(7,064)	(7,064)	—	(7,064)
DORIS	—	(37)	(37)	—	(98)	(98)	—	(98)	(98)
Department of Consumer Affairs	(100)	—	(100)	—	—	—	—	—	—
TOTAL ALL OTHER AGENCIES	(\$12,198)	(\$5,465)	(\$17,663)	(\$11,049)	(\$3,358)	(\$14,407)	(\$10,559)	(\$3,358)	(\$13,917)

Citywide Savings Program

(City Funds - \$ in 000's)

	Fiscal Year 2020			Fiscal Year 2021		
	Expense	Revenue	Total	Expense	Revenue	Total
UNIFORMED FORCES						
Police	(\$5,081)	\$—	(\$5,081)	(\$5,081)	\$—	(\$5,081)
HEALTH AND WELFARE						
Admin. for Children's Services	(13,297)	—	(13,297)	(13,297)	—	(13,297)
Social Services	(14,509)	—	(14,509)	(14,509)	—	(14,509)
Homeless Services	(2,657)	—	(2,657)	(2,657)	—	(2,657)
Youth and Community Development	(308)	—	(308)	(308)	—	(308)
Health and Mental Hygiene	(8,738)	—	(8,738)	(8,721)	—	(8,721)
OTHER AGENCIES						
Housing Preservation and Development	(317)	—	(317)	(317)	—	(317)
Transportation	(94)	(4,418)	(4,512)	(354)	(4,418)	(4,772)
Parks and Recreation	—	(80)	(80)	—	(80)	(80)
Citywide Admin. Services	(661)	—	(661)	(661)	—	(661)
All Other Agencies	(10,561)	(3,358)	(13,919)	(10,561)	(3,358)	(13,919)
EDUCATION						
Department of Education	(64,794)	—	(64,794)	(64,794)	—	(64,794)
City University	(3,100)	—	(3,100)	(3,100)	—	(3,100)
OTHER						
Citywide Savings Initiatives	(31,000)	—	(31,000)	(31,000)	—	(31,000)
Miscellaneous	(90,897)	—	(90,897)	(90,897)	—	(90,897)
Debt Service	(72,201)	—	(72,201)	(53,154)	—	(53,154)
TOTAL CITYWIDE SAVINGS PROGRAM	(\$318,215)	(\$7,856)	(\$326,071)	(\$299,411)	(\$7,856)	(\$307,267)

Citywide Savings Program

(City Funds - \$ in 000's)

	Fiscal Year 2020			Fiscal Year 2021		
	Expense	Revenue	Total	Expense	Revenue	Total
ALL OTHER AGENCIES						
Mayoralty	\$—	\$—	\$—	\$—	\$—	\$—
Emergency Management	—	—	—	—	—	—
Law Department	—	—	—	—	—	—
City Planning	—	—	—	—	—	—
Civilian Complaint Review Board	(251)	—	(251)	(251)	—	(251)
Board of Correction	(46)	—	(46)	(46)	—	(46)
City Clerk	—	—	—	—	—	—
Cultural Affairs	—	—	—	—	—	—
FISA	(1,120)	—	(1,120)	(1,120)	—	(1,120)
Payroll Administration	(177)	—	(177)	(177)	—	(177)
Taxi & Limousine Commission	(228)	—	(228)	(228)	—	(228)
Probation	—	—	—	—	—	—
Small Business Services	(750)	—	(750)	(750)	—	(750)
Department of Buildings	—	(3,260)	(3,260)	—	(3,260)	(3,260)
Environmental Protection	(925)	—	(925)	(925)	—	(925)
DOITT	(7,064)	—	(7,064)	(7,064)	—	(7,064)
DORIS	—	(98)	(98)	—	(98)	(98)
Department of Consumer Affairs	—	—	—	—	—	—
TOTAL ALL OTHER AGENCIES	(\$10,561)	(\$3,358)	(\$13,919)	(\$10,561)	(\$3,358)	(\$13,919)

AGENCY FIVE YEAR SUMMARY

Police Department

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Dollars</u>	<i>(City Funds in 000's)</i>				
Baseline Per November 2016 Plan	\$4,864,022	\$4,935,616	\$4,990,716	\$5,001,456	\$5,001,456
Citywide Savings Program	(5,081)	(5,081)	(5,081)	(5,081)	(5,081)
Expenditure Increases / Re-estimates	6,369	13,414	12,450	12,932	12,932
January 2017 Financial Plan	<u>\$4,865,310</u>	<u>\$4,943,949</u>	<u>\$4,998,085</u>	<u>\$5,009,307</u>	<u>\$5,009,307</u>
<u>Headcount</u>	<i>(City Funded)</i>				
Baseline Per November 2016 Plan	35,780 U	35,780 U	35,780 U	35,780 U	35,780 U
	15,994 C	15,994 C	15,994 C	15,994 C	15,994 C
Citywide Savings Program	(150) C	(150) C	(150) C	(150) C	(150) C
Expenditure Increases / Re-estimates	42 U	42 U	42 U	42 U	42 U
	107 C	107 C	107 C	107 C	107 C
January 2017 Financial Plan	35,822 U	35,822 U	35,822 U	35,822 U	35,822 U
	<u>15,951 C</u>	<u>15,951 C</u>	<u>15,951 C</u>	<u>15,951 C</u>	<u>15,951 C</u>

C = Civilian, P = Pedagogical, U = Uniform

Citywide Savings Program

Police Department

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Headcount Reduction</u> Headcount reduction of 150 vacant non-safety civilian positions.	(150) C	(5,081)	(5,081)	(5,081)	(5,081)	(5,081)
Total Agency: Citywide Savings Program	(150) C	(5,081)	(5,081)	(5,081)	(5,081)	(5,081)

Expenditure Increases/Re-estimates

Police Department

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>NYPD DHS Management Team</u>	18 U	1,239	3,204	2,478	2,478	2,478
NYPD Management Team to help oversee management of security at homeless shelters.	4 C					
<u>School Crossing Guards</u>	100 C	5,366	6,260	6,742	7,224	7,224
An additional 200 part-time School Crossing Guards and 100 full-time School Crossing Guard supervisors to ensure 100% coverage at all school crossing posts citywide.						
<u>Community Center at 127 Pennsylvania Avenue</u>		--	915	745	745	745
Funding for programming at NYPD Community Center located at 127 Pennsylvania Avenue in Brooklyn.						
<u>DHS Peace Officer Training</u>	24 U	414	2,485	2,485	2,485	2,485
Resources for NYPD to provide new recruit and in-service training to all Peace Officers at the Department of Homeless Services.	1 C					
<u>Vision Zero Equipment</u>		--	550	--	--	--
Purchase additional speed detection equipment and traffic enforcement tools as part of Vision Zero.						
<u>ECTP Headcount Transfer from DoITT</u>	2 C	--	--	--	--	--
A citywide net-zero headcount transfer from DoITT to support the Emergency Communications Transformation Program (ECTP) Radio Work Stream.						
<u>Lease Adjustment</u>		(650)	--	--	--	--
Lease Adjustment						
Total Agency: Expenditure Increases/Re-estimates	42 U 107 C	6,369	13,414	12,450	12,932	12,932

AGENCY FIVE YEAR SUMMARY

Fire Department

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Dollars</u>	<i>(City Funds in 000's)</i>				
Baseline Per November 2016 Plan	\$1,768,618	\$1,702,410	\$1,712,610	\$1,715,574	\$1,715,574
Expenditure Increases / Re-estimates	5,470	29,738	17,974	40,974	40,974
January 2017 Financial Plan	<u><u>\$1,774,088</u></u>	<u><u>\$1,732,148</u></u>	<u><u>\$1,730,584</u></u>	<u><u>\$1,756,548</u></u>	<u><u>\$1,756,548</u></u>
<u>Headcount</u>	<i>(City Funded)</i>				
Baseline Per November 2016 Plan	10,876 U	10,902 U	10,930 U	10,930 U	10,930 U
	5,935 C	5,928 C	5,928 C	5,928 C	5,928 C
Expenditure Increases / Re-estimates	24 C	35 C	35 C	35 C	35 C
January 2017 Financial Plan	10,876 U	10,902 U	10,930 U	10,930 U	10,930 U
	<u><u>5,959 C</u></u>	<u><u>5,963 C</u></u>	<u><u>5,963 C</u></u>	<u><u>5,963 C</u></u>	<u><u>5,963 C</u></u>

C = Civilian, P = Pedagogical, U = Uniform

Expenditure Increases/Re-estimates

Fire Department

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>City Council Member Items</u>		(33)	--	--	--	--
City Council Member Item						
<u>Quartermaster</u>		4,949	7,100	436	436	436
Funding for mandated replacement bunker gear and breathing apparatus cylinders as well as other essential equipment.						
<u>Uniformed Overtime</u>		--	21,800	16,700	39,700	39,700
Adjustment to align budget to projected uniformed overtime spending. The revised overtime budget represents the level at which the agency will be expected to maintain its city funded uniformed overtime spending.						
<u>Increased Collections in the Bureau of Fire Prevention</u>	11 C	554	838	838	838	838
The Bureau of Fire Prevention will realize additional revenue from increased activity in the Construction, Demolition, and Asbestos Unit, Public Certification and Code Development Units, and from Technology staff. This revenue will offset some of the associated expenses.						
<u>Headcount Technical Realignment</u>	24 C	--	--	--	--	--
Headcount Technical Realignment.						
Total Agency: Expenditure Increases/Re-estimates	35 C	5,470	29,738	17,974	40,974	40,974

AGENCY FIVE YEAR SUMMARY

Department of Correction

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Dollars</u>	<i>(City Funds in 000's)</i>				
Baseline Per November 2016 Plan	\$1,383,080	\$1,376,282	\$1,397,931	\$1,401,888	\$1,401,888
Expenditure Increases / Re-estimates	6,622	54,223	29,815	41,246	51,856
January 2017 Financial Plan	<u><u>\$1,389,702</u></u>	<u><u>\$1,430,505</u></u>	<u><u>\$1,427,746</u></u>	<u><u>\$1,443,134</u></u>	<u><u>\$1,453,744</u></u>
<u>Headcount</u>	<i>(City Funded)</i>				
Baseline Per November 2016 Plan	10,336 U 2,180 C	10,374 U 2,164 C	10,413 U 2,164 C	10,429 U 2,164 C	10,429 U 2,164 C
Expenditure Increases / Re-estimates	-	46 U	46 U	46 U	46 U
January 2017 Financial Plan	<u><u>10,336 U</u></u> <u><u>2,180 C</u></u>	<u><u>10,420 U</u></u> <u><u>2,164 C</u></u>	<u><u>10,459 U</u></u> <u><u>2,164 C</u></u>	<u><u>10,475 U</u></u> <u><u>2,164 C</u></u>	<u><u>10,475 U</u></u> <u><u>2,164 C</u></u>

C = Civilian, P = Pedagogical, U = Uniform

Expenditure Increases/Re-estimates

Department of Correction

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Mobile Chiller and Vent Work</u>		2,000	--	--	--	--
Provide a mobile chiller and perform vent work at CUNY John Jay to support new recruit training.						
<u>Uniformed Overtime</u>		--	52,084	28,654	37,271	47,881
Adjustment to align budget to projected uniformed overtime spending. The revised overtime budget represents the level at which the agency will be expected to maintain its city funded uniformed overtime spending.						
<u>Discharge Planning Services Contract Increase</u>		3,305	--	--	--	--
Discharge planning services contract increase.						
<u>Enhanced Supervision Housing Units</u>	46 U	2,109	4,219	3,975	3,975	3,975
Additional staff for the Enhanced Supervision Housing (ESH) Units and OTPS adjustment.						
<u>Cadet Program and Captain Training Program at CUNY John Jay College</u>		(792)	(2,080)	(2,814)	--	--
A citywide net-zero transfer from DOC to CUNY John Jay College to administer DOC Cadet Program and Captain Training Program.						
Total Agency: Expenditure Increases/Re-estimates	46 U	6,622	54,223	29,815	41,246	51,856

AGENCY FIVE YEAR SUMMARY

Department of Sanitation

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Dollars</u>	<i>(City Funds in 000's)</i>				
Baseline Per November 2016 Plan	\$1,590,472	\$1,636,554	\$1,644,039	\$1,646,340	\$1,637,340
Expenditure Increases / Re-estimates	96	6,250	25,250	27,250	34,000
January 2017 Financial Plan	<u><u>\$1,590,568</u></u>	<u><u>\$1,642,804</u></u>	<u><u>\$1,669,289</u></u>	<u><u>\$1,673,590</u></u>	<u><u>\$1,671,340</u></u>
<u>Headcount</u>	<i>(City Funded)</i>				
Baseline Per November 2016 Plan	7,328 U	7,388 U	7,452 U	7,452 U	7,452 U
	2,143 C	2,162 C	2,186 C	2,186 C	2,186 C
January 2017 Financial Plan	7,328 U	7,388 U	7,452 U	7,452 U	7,452 U
	<u><u>2,143 C</u></u>	<u><u>2,162 C</u></u>	<u><u>2,186 C</u></u>	<u><u>2,186 C</u></u>	<u><u>2,186 C</u></u>

C = Civilian, P = Pedagogical, U = Uniform

Expenditure Increases/Re-estimates

Department of Sanitation

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<p><u>Commerical Waste Zone Consultant</u> DSNY will engage a consultant to assist with implementation of a zone-based system for commercial waste collection.</p>		--	1,250	1,250	1,250	--
<p><u>Waste Export</u> DSNY will incur higher waste export costs as new Marine Transfer Stations begin operations under long term contracts with higher pricing.</p>		--	5,000	24,000	26,000	34,000
<p><u>City Council Member Item reallocation</u> City Council Member Item reallocation</p>		96	--	--	--	--
Total Agency: Expenditure Increases/Re-estimates		96	6,250	25,250	27,250	34,000

AGENCY FIVE YEAR SUMMARY

Administration for Children's Services

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Dollars</u>	<i>(City Funds in 000's)</i>				
Baseline Per November 2016 Plan	\$881,185	\$892,901	\$909,698	\$911,645	\$911,645
Citywide Savings Program	(119,612)	(13,297)	(13,297)	(13,297)	(13,297)
Expenditure Increases / Re-estimates	14,748	19,684	21,334	23,100	25,137
January 2017 Financial Plan	<u><u>\$776,321</u></u>	<u><u>\$899,288</u></u>	<u><u>\$917,735</u></u>	<u><u>\$921,448</u></u>	<u><u>\$923,485</u></u>
<u>Headcount</u>					
Baseline Per November 2016 Plan	6,950	6,946	6,946	6,946	6,946
January 2017 Financial Plan	<u><u>6,950</u></u>	<u><u>6,946</u></u>	<u><u>6,946</u></u>	<u><u>6,946</u></u>	<u><u>6,946</u></u>

C = Civilian, P = Pedagogical, U = Uniform

Citywide Savings Program

Administration for Children's Services

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Realignment of Head Start Grant</u> Savings from realignment of Head Start grant to properly reflect reimbursement of related administrative costs.		--	(3,337)	(3,337)	(3,337)	(3,337)
<u>Improved Reimbursement for Non-secure Placement</u> Recent changes in ACS' administrative cost allocation plan will enable increased state and federal reimbursement.		(4,360)	(4,360)	(4,360)	(4,360)	(4,360)
<u>Close to Home Surplus</u> Underspending due to a decline in juvenile placement population.		--	(5,600)	(5,600)	(5,600)	(5,600)
<u>Prior Year Revenue</u> Prior year revenue without an associated receiveable.		(115,252)	--	--	--	--
Total Agency: Citywide Savings Program		(119,612)	(13,297)	(13,297)	(13,297)	(13,297)

Expenditure Increases/Re-estimates

Administration for Children's Services

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>STSJP Funding Transfer</u>		1,967	--	--	--	--
<u>Collective Bargaining - DC1707</u>		12,077	19,684	21,334	23,100	25,137
Collective Bargaining - DC1707						
<u>Local Initiatives</u>		504	--	--	--	--
Local Initiatives						
<u>Local Initiatives</u>		200	--	--	--	--
Local Initiatives						
Total Agency: Expenditure Increases/Re-estimates		14,748	19,684	21,334	23,100	25,137

AGENCY FIVE YEAR SUMMARY

Department of Social Services

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Dollars</u>	<i>(City Funds in 000's)</i>				
Baseline Per November 2016 Plan	\$7,361,361	\$7,514,391	\$7,554,226	\$7,603,911	\$7,603,911
Citywide Savings Program	(49,621)	(14,509)	(14,509)	(14,509)	(14,509)
Expenditure Increases / Re-estimates	16,837	21,999	21,743	21,717	21,717
January 2017 Financial Plan	<u>\$7,328,577</u>	<u>\$7,521,881</u>	<u>\$7,561,460</u>	<u>\$7,611,119</u>	<u>\$7,611,119</u>
<u>Headcount</u>	<i>(City Funded)</i>				
Baseline Per November 2016 Plan	11,606	11,226	11,231	11,235	11,235
Citywide Savings Program	(20)	(20)	(20)	(20)	(20)
Expenditure Increases / Re-estimates	95	90	90	90	90
January 2017 Financial Plan	<u>11,681</u>	<u>11,296</u>	<u>11,301</u>	<u>11,305</u>	<u>11,305</u>

C = Civilian, P = Pedagogical, U = Uniform

Citywide Savings Program

Department of Social Services

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Vacancy Reduction</u> Savings from eliminating vacant positions agency-wide.	(20) C	(392)	(392)	(392)	(392)	(392)
<u>Improved Reimbursement for Legal Services</u> Recognizes federal reimbursement of anti-eviction legal services.		(6,762)	(12,005)	(12,005)	(12,005)	(12,005)
<u>Grant Diversion for Human Services Contracts</u> Savings from placing cash assistance clients into jobs with the agency's human services contractors.		--	(2,112)	(2,112)	(2,112)	(2,112)
<u>Prior Year Revenue</u> Prior year revenue without an associated receivable.		(42,467)	--	--	--	--
Total Agency: Citywide Savings Program	(20) C	(49,621)	(14,509)	(14,509)	(14,509)	(14,509)

Expenditure Increases/Re-estimates

Department of Social Services

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Senior Affordable Rental Apartments Program Transfer</u> Transfers funds from DFTA to oversee program for low-income seniors.		1,530	2,341	3,184	3,184	3,184
<u>ActionNYC</u> Additional funding for immigration legal services at Health + Hospitals facilities.		--	1,094	1,094	1,094	1,094
<u>CEO Evaluation</u> Funding for the evaluation of anti-poverty programs.		729	--	--	--	--
<u>Grant Diversion for Subsidized Jobs</u> Cash assistance grant diversion funding to support additional Job Training Program (JTP) positions in DCAS.		101	121	121	121	121
<u>Grant Diversion for Subsidized Jobs</u> Cash assistance grant diversion funding to support additional Job Training Program (JTP) positions in NYPD.		86	179	179	179	179
<u>Job Training Program</u> Converts unpaid Work Experience Program (WEP) positions into paid transitional Job Training Program (JTP) positions in DCAS.		1,058	1,366	1,500	1,571	1,571
<u>Job Training Program at NYPD</u> Converts unpaid Work Experience Program (WEP) positions into paid transitional Job Training Program (JTP) positions in NYPD.		777	1,639	1,809	1,912	1,912
<u>Adult Literacy Transfer</u> Transfers Adult Literacy expansion funding to MOIA from DYCD.		37	--	--	--	--
<u>Domestic Violence Services Expansion</u> Expands domestic violence prevention and education programming.		309	658	255	255	255
<u>Public Engagement Unit</u> Funds outreach to increase health insurance coverage and participation in City rent protection and rent freeze programs.	80 C	11,820	13,840	12,840	12,640	12,640
<u>ThriveNYC</u> Funds outreach to increase access to mental health services.	10 C	380	761	761	761	761

Expenditure Increases/Re-estimates

Department of Social Services

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Council Member Items</u>		10	--	--	--	--
Legal Services NYC - Bronx						
Total Agency: Expenditure Increases/Re-estimates	90 C	16,837	21,999	21,743	21,717	21,717

AGENCY FIVE YEAR SUMMARY

Department of Homeless Services

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Dollars</u>	<i>(City Funds in 000's)</i>				
Baseline Per November 2016 Plan	\$847,287	\$621,934	\$616,418	\$608,502	\$608,502
Citywide Savings Program	-	(2,657)	(2,657)	(2,657)	(2,657)
Expenditure Increases / Re-estimates	100,783	153,007	153,011	153,011	153,011
January 2017 Financial Plan	<u>\$948,070</u>	<u>\$772,284</u>	<u>\$766,772</u>	<u>\$758,856</u>	<u>\$758,856</u>
<u>Headcount</u>	<i>(City Funded)</i>				
Baseline Per November 2016 Plan	2,236	2,235	2,235	2,235	2,235
Citywide Savings Program	-	10	10	10	10
Expenditure Increases / Re-estimates	70	148	148	148	148
January 2017 Financial Plan	<u>2,306</u>	<u>2,393</u>	<u>2,393</u>	<u>2,393</u>	<u>2,393</u>

C = Civilian, P = Pedagogical, U = Uniform

Citywide Savings Program

Department of Homeless Services

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<p><u>Facilities Consultant Insourcing</u> Savings from converting consultant positions to full time headcount.</p> <p><u>Skilled Trades Overtime Savings</u> Hiring up to budgeted levels will reduce overtime costs by over 30 percent.</p>	10 C	--	(1,006)	(1,006)	(1,006)	(1,006)
		--	(1,651)	(1,651)	(1,651)	(1,651)
Total Agency: Citywide Savings Program	10 C	--	(2,657)	(2,657)	(2,657)	(2,657)

Expenditure Increases/Re-estimates

Department of Homeless Services

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Capacity Planning and Development Staffing</u> Additional staff to conduct inspections of shelter capacity.	5 C	393	393	393	393	393
<u>HUD Continuum of Care Funding</u> Funding for shelter and safe haven programs that experienced reductions in federal grants.		5,097	5,097	5,097	5,097	5,097
<u>Shelter Intake Staffing</u> Funding for additional staff at the adult family and families with children intake centers.	61 C	3,679	3,870	3,874	3,874	3,874
<u>Shelter Reestimate</u> Reestimate of family and adult shelter costs. In December 2016, there were an average of 60,383 individuals in shelter.		71,294	123,327	123,327	123,327	123,327
<u>Shelter Security</u> Funding to maintain shelter security at current levels.	78 C	20,000	20,000	20,000	20,000	20,000
<u>Veterans Support Staff</u> Funding for staff who work with homeless veterans in shelter and on the street to help them transition to permanent housing.	4 C	320	320	320	320	320
Total Agency: Expenditure Increases/Re-estimates	148 C	100,783	153,007	153,011	153,011	153,011

AGENCY FIVE YEAR SUMMARY

Department of Youth and Community Development

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Dollars</u>	<i>(City Funds in 000's)</i>				
Baseline Per November 2016 Plan	\$490,989	\$377,350	\$393,824	\$400,127	\$400,127
Citywide Savings Program	(1,500)	(1,808)	(308)	(308)	(308)
Expenditure Increases / Re-estimates	(5,765)	30,107	16,317	17,628	17,628
January 2017 Financial Plan	<u><u>\$483,724</u></u>	<u><u>\$405,649</u></u>	<u><u>\$409,833</u></u>	<u><u>\$417,447</u></u>	<u><u>\$417,447</u></u>
<u>Headcount</u>	<i>(City Funded)</i>				
Baseline Per November 2016 Plan	449	439	440	440	440
Expenditure Increases / Re-estimates	-	4	4	4	4
January 2017 Financial Plan	<u><u>449</u></u>	<u><u>443</u></u>	<u><u>444</u></u>	<u><u>444</u></u>	<u><u>444</u></u>

C = Civilian, P = Pedagogical, U = Uniform

Citywide Savings Program

Department of Youth and Community Development

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Community Services Block Grant (CSBG)</u>		--	(1,500)	--	--	--
Savings from increase in federal grant award.						
<u>Cornerstone Underspending</u>		(1,500)	(308)	(308)	(308)	(308)
Savings from projected underspending in the Cornerstone program.						
Total Agency: Citywide Savings Program		(1,500)	(1,808)	(308)	(308)	(308)

Expenditure Increases/Re-estimates

Department of Youth and Community Development

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>SONYC Summer</u>		--	15,000	--	--	--
Funding to support SONYC Summer Expansion in FY18.						
<u>Adult Literacy Transfer</u>		(2,000)	--	--	--	--
Transfers Adult Literacy expansion funding to CUNY.						
<u>Adult Literacy Transfer</u>		(1,063)	--	--	--	--
Transfers Adult Literacy expansion funding to CUNY.						
<u>Adult Literacy Transfer</u>		(37)	--	--	--	--
Transfers Adult Literacy expansion funding to MOIA.						
<u>Adult Literacy Transfer</u>		(1,910)	--	--	--	--
Transfers Adult Literacy Expansion funding to DOE.						
<u>Summer Youth Employment Program (SYEP)</u>		--	9,319	10,631	11,942	11,942
Funding to increase youth employment and work readiness program by 5,000 slots to serve a total of 65,000 youth.						
<u>Youth Services Expansion</u>	4 C	--	6,174	6,174	6,174	6,174
Funding for ten new Beacons in underserved communities.						
<u>YMI Funding Adjustment</u>		(567)	(386)	(488)	(488)	(488)
Reallocates funding to other YMI programming.						
<u>Local Initiatives</u>		(188)	--	--	--	--
City Council Member Items						
Total Agency: Expenditure Increases/Re-estimates	4 C	(5,765)	30,107	16,317	17,628	17,628

AGENCY FIVE YEAR SUMMARY

Department of Health and Mental Hygiene

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Dollars</u>	<i>(City Funds in 000's)</i>				
Baseline Per November 2016 Plan	\$667,076	\$668,026	\$699,117	\$699,659	\$699,659
Citywide Savings Program	(4,867)	(8,758)	(8,747)	(8,737)	(8,720)
Expenditure Increases / Re-estimates	2,839	3,375	4,750	4,675	4,675
January 2017 Financial Plan	<u>\$665,048</u>	<u>\$662,643</u>	<u>\$695,120</u>	<u>\$695,597</u>	<u>\$695,614</u>
<u>Headcount</u>	<i>(City Funded)</i>				
Baseline Per November 2016 Plan	4,299	4,151	4,154	4,151	4,151
Citywide Savings Program	-	(35)	(35)	(35)	(35)
Expenditure Increases / Re-estimates	(95)	-	-	-	-
January 2017 Financial Plan	<u>4,204</u>	<u>4,116</u>	<u>4,119</u>	<u>4,116</u>	<u>4,116</u>

C = Civilian, P = Pedagogical, U = Uniform

Citywide Savings Program

Department of Health and Mental Hygiene

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Cleaning Contract Savings</u> Re-estimate of a cleaning contract.		--	(68)	(57)	(47)	(30)
<u>Audit Service Contracts</u> Reduce contractual spending on CPA audits.		--	(177)	(177)	(177)	(177)
<u>Funding Swap</u> Shifting eligible CTL expenses to maximize State funding.		(4,867)	(5,000)	(5,000)	(5,000)	(5,000)
<u>Administrative OTPS Reduction</u> General OTPS reduction across the agency with no service impact.		--	(471)	(471)	(471)	(471)
<u>Vacancy Reductions and Funding Shifts</u> Eliminate vacancies after reassessing agency needs and shifting eligible positions to grants to maximize available funding.	(35) C	--	(1,484)	(1,484)	(1,484)	(1,484)
<u>Contract Insourcing</u> Eliminating fiscal agent for contracts and performing contract management functions internally.		--	(1,558)	(1,558)	(1,558)	(1,558)
Total Agency: Citywide Savings Program	(35) C	(4,867)	(8,758)	(8,747)	(8,737)	(8,720)

Expenditure Increases/Re-estimates

Department of Health and Mental Hygiene

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>HUD Continuum of Care Funding</u>		335	--	--	--	--
<u>Lease Adjustment</u>		175	175	175	175	175
Lease adjustment.						
<u>Cure Violence Expansion</u>		--	3,125	4,500	4,500	4,500
Funding for cure violence providers to hire additional staff across 17 neighborhoods with the highest rates of gun violence.						
<u>OLR Nicotine Therapy Transfer</u>		75	75	75	--	--
OLR Nicotine Therapy Transfer.						
<u>DOHMH H+H Transfer for HIV Services</u>		516	--	--	--	--
DOHMH H+H Transfer for HIV Services.						
<u>DOHMH H+H Transfer for Chronic Disease Services</u>		1,979	--	--	--	--
DOHMH H+H Transfer for Chronic Disease Services.						
<u>CC Member Items Reallocation</u>		(241)	--	--	--	--
CC Member Items Reallocation						
Total Agency: Expenditure Increases/Re-estimates		2,839	3,375	4,750	4,675	4,675

AGENCY FIVE YEAR SUMMARY

Housing Preservation and Development

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Dollars</u>	<i>(City Funds in 000's)</i>				
Baseline Per November 2016 Plan	\$188,847	\$115,446	\$77,761	\$77,714	\$77,714
Citywide Savings Program	(550)	(317)	(317)	(317)	(317)
Expenditure Increases / Re-estimates	310	951	652	652	652
January 2017 Financial Plan	<u>\$188,607</u>	<u>\$116,080</u>	<u>\$78,096</u>	<u>\$78,049</u>	<u>\$78,049</u>
<u>Headcount</u>	<i>(City Funded)</i>				
Baseline Per November 2016 Plan	758	757	757	754	754
Citywide Savings Program	-	(5)	(5)	(5)	(5)
Expenditure Increases / Re-estimates	11	13	10	10	10
January 2017 Financial Plan	<u>769</u>	<u>765</u>	<u>762</u>	<u>759</u>	<u>759</u>

C = Civilian, P = Pedagogical, U = Uniform

Citywide Savings Program

Housing Preservation and Development

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<p><u>AEP PS & OTPS Efficiency</u></p> <p>The Department of Housing Preservation and Development will achieve tax levy savings within the Alternative Enforcement Program in FY17 and out years by replacing tax levy with federal CDBG funding.</p>	(5) C	(250)	(317)	(317)	(317)	(317)
<p><u>FY17 TL PS Accrual</u></p> <p>The Department of Housing Preservation and Development will recognize PS surplus from positions that are currently vacant.</p>		(300)	--	--	--	--
Total Agency: Citywide Savings Program	(5) C	(550)	(317)	(317)	(317)	(317)

Expenditure Increases/Re-estimates

Housing Preservation and Development

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>421-A Enforcement Staffing</u> The Department of Housing Preservation and Development will receive funding to establish a 421-A enforcement unit within the Office of Development.	8 C	201	402	402	402	402
<u>421-A Temporary Staffing</u> The Department of Housing Preservation and Development will receive funding for temporary staff to handle increased 421-a inquiries.		149	299	--	--	--
<u>PS Adjustment</u> The Department of Housing Preservation and Development will receive funding for a PS adjustment in the Office of Development.	2 C	--	250	250	250	250
<u>FY17 TL City Council Member Item Reallocation</u> FY17 TL City Council member item reallocation.		(40)	--	--	--	--
<u>Financial Plan Headcount Adjustments</u> Headcount adjustments as a result of approved budget modifications.	3 C	--	--	--	--	--
Total Agency: Expenditure Increases/Re-estimates	13 C	310	951	652	652	652

AGENCY FIVE YEAR SUMMARY

Department of Finance

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Dollars</u>	<i>(City Funds in 000's)</i>				
Baseline Per November 2016 Plan	\$273,324	\$280,406	\$278,680	\$278,894	\$278,894
Citywide Savings Program	-	-	-	-	-
Expenditure Increases / Re-estimates	-	800	2,000	2,000	2,000
January 2017 Financial Plan	<u><u>\$273,324</u></u>	<u><u>\$281,206</u></u>	<u><u>\$280,680</u></u>	<u><u>\$280,894</u></u>	<u><u>\$280,894</u></u>
<u>Headcount</u>					
Baseline Per November 2016 Plan	2,157	2,152	2,152	2,152	2,152
January 2017 Financial Plan	<u><u>2,157</u></u>	<u><u>2,152</u></u>	<u><u>2,152</u></u>	<u><u>2,152</u></u>	<u><u>2,152</u></u>

C = Civilian, P = Pedagogical, U = Uniform

Expenditure Increases/Re-estimates

Department of Finance

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<p><u>Outside Collection Agencies Business and Excise Tax Debt</u></p> <p>Funding for Outside Collection Agency (OCA) services to manage and collect outstanding Business and Excise Tax Debt. This initiative is anticipated to allow the City to collect an additional \$5,000,000 in revenue per year.</p>		--	800	2,000	2,000	2,000
Total Agency: Expenditure Increases/Re-estimates		--	800	2,000	2,000	2,000

AGENCY FIVE YEAR SUMMARY

Department of Transportation

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Dollars</u>	<i>(City Funds in 000's)</i>				
Baseline Per November 2016 Plan	\$551,075	\$551,595	\$546,399	\$547,061	\$547,071
Citywide Savings Program	(5,073)	(8,833)	(4,269)	(4,512)	(4,772)
Less Citywide Savings Program (Revenue)	-	4,418	4,418	4,418	4,418
Expenditure Increases / Re-estimates	13,107	14,618	16,690	18,827	21,140
January 2017 Financial Plan	<u>\$559,109</u>	<u>\$561,798</u>	<u>\$563,238</u>	<u>\$565,794</u>	<u>\$567,857</u>
<u>Headcount</u>	<i>(City Funded)</i>				
Baseline Per November 2016 Plan	2,541	2,423	2,395	2,406	2,406
Citywide Savings Program	-	9	9	9	9
Expenditure Increases / Re-estimates	28	52	52	52	52
January 2017 Financial Plan	<u>2,569</u>	<u>2,484</u>	<u>2,456</u>	<u>2,467</u>	<u>2,467</u>

C = Civilian, P = Pedagogical, U = Uniform

Citywide Savings Program

Department of Transportation

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<p><u>Preventative Maintenance Program</u> DOT will implement a preventative maintenance program to improve building systems operations and energy efficiency at City-owned facilities.</p>	9 C	--	709	268	8	(252)
<p><u>HIQA Street & Roadway Integrity Enforcement</u> Highway Improvement & Quality Assurance's continued enforcement efforts will improve street safety and expedite the flow of traffic. Revenue is offset by implementation costs including funding for tablets used for issuing Notice of Violations.</p>		--	(4,371)	(4,371)	(4,371)	(4,371)
<p><u>Conversion of Deckhands to Bridge Operators at City Island</u> Previously, the Staten Island Ferry employed Deckhands to staff the City Island Ferry Landing. DOT will use Bridge operators instead of Deckhands for bridge operations at the landing.</p>		(7)	(44)	(39)	(22)	(22)
<p><u>Bridge Repair Overtime Reduction</u> The Bridge Division will create a new night shift crew for bridge repairs. Bridge repair work is more difficult during the daytime because of traffic considerations, resulting in significant overtime costs. Work can be done more efficiently during the night shift, resulting in overtime savings.</p>		(66)	(127)	(127)	(127)	(127)
<p><u>DOT PS Savings</u> DOT will realize salary savings due to vacant positions.</p>		(5,000)	(5,000)	--	--	--
Total Agency: Citywide Savings Program	9 C	(5,073)	(8,833)	(4,269)	(4,512)	(4,772)

Expenditure Increases/Re-estimates

Department of Transportation

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Credit Card Fees</u>		4,508	--	--	--	--
Funding for credit card fees associated with parking meters.						
<u>Street Light Enhancements</u>	3 C	--	636	566	566	566
40% of pedestrian traffic fatalities occur during evening or overnight hours. DOT will enhance lighting at 1,000 intersections in order to improve visibility during evening and nighttime hours and reduce injuries and fatalities.						
<u>Left Turn Traffic Calming</u>	2 C	--	325	275	275	275
Left turns account for more than twice as many pedestrian and bicyclist fatalities as right turns and over three times as many serious injuries and fatalities. DOT will improve approximately 100 locations per year where left turns by vehicles are a safety concern.						
<u>Bike Network Intersection Upgrades</u>	4 C	245	690	649	607	607
Intersections account for 89% of incidents in which cyclists are killed or seriously injured. DOT will make safety improvements to 20 intersections on the bike lane network per year.						
<u>Pavement Safety Markings Contract</u>		6,500	6,700	10,800	13,100	15,400
Road markings are a key component of many Vision Zero initiatives. Funding supports the addition of 15 million linear feet of new markings per year while maintaining a 4.5 year replacement cycle for existing markings.						
<u>Pavement Safety Markings Staff</u>	21 C	438	2,321	1,761	1,761	1,761
Road markings are a key component of many Vision Zero initiatives. Additional inspection and administrative staff are needed to support the addition of 15 million linear feet of new markings per year while maintaining a 4.5 year replacement cycle for existing markings.						

Expenditure Increases/Re-estimates

Department of Transportation

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<p><u>Daytime Pavement Safety Markings Operation</u></p> <p>Road markings are a key component of many Vision Zero initiatives. DOT will implement an in-house daytime marking operation to install and refurbish short-line markings and other markings as needed. This crew will support the addition of 15 million linear feet of new markings per year while maintaining a 4.5 year replacement cycle for existing markings and provide operational flexibility.</p>	19 C	--	2,954	2,397	2,276	2,289
<p><u>Enhanced Street Crossing</u></p> <p>DOT's enhanced crossing program improves accessibility at intersections lacking traffic controls by installing high-visibility crosswalks with ADA compliant pedestrian ramps, pedestrian warning signage and other treatments where applicable. Additional staff will allow DOT to address more intersections.</p>	3 C	66	242	242	242	242
<p><u>Staten Island Traffic Signal and Pedestrian Signal Work.</u></p> <p>Proposals to reduce congestion, enhance the pedestrian and bicycling experience, and improve public transit in Staten Island.</p>		600	--	--	--	--
<p><u>Traffic Study for Pier 40 Development.</u></p> <p>DOT will conduct a traffic study, focusing on the major roadways leading to the Holland Tunnel, to provide recommendations for improving traffic and pedestrian safety in the vicinity of the proposed development near Pier 40 in Manhattan.</p>		750	750	--	--	--
Total Agency: Expenditure Increases/Re-estimates	52 C	13,107	14,618	16,690	18,827	21,140

AGENCY FIVE YEAR SUMMARY

Department of Parks and Recreation

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Dollars</u>	<i>(City Funds in 000's)</i>				
Baseline Per November 2016 Plan	\$403,583	\$375,187	\$375,325	\$373,359	\$373,359
Citywide Savings Program	-	(400)	(480)	(80)	(80)
Less Citywide Savings Program (Revenue)	-	-	80	80	80
Expenditure Increases / Re-estimates	7,822	4,814	4,485	4,485	2,992
January 2017 Financial Plan	<u>\$411,405</u>	<u>\$379,601</u>	<u>\$379,410</u>	<u>\$377,844</u>	<u>\$376,351</u>
<u>Headcount</u>	<i>(City Funded)</i>				
Baseline Per November 2016 Plan	3,639	3,559	3,559	3,547	3,544
Expenditure Increases / Re-estimates	20	20	20	20	20
January 2017 Financial Plan	<u>3,659</u>	<u>3,579</u>	<u>3,579</u>	<u>3,567</u>	<u>3,564</u>

C = Civilian, P = Pedagogical, U = Uniform

Citywide Savings Program

Department of Parks and Recreation

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<p><u>New Concession Opportunities</u></p> <p>The Department of Parks and Recreation will earn additional concession revenue in FY 2019 and the out-years from the commencement of two new snack bar concessions establishing operations in New York City parks.</p>		--	--	(80)	(80)	(80)
<p><u>Hudson River Park Trust Insurance</u></p> <p>Takedown of the excess funding for insurance mandated by state law for Hudson River Park generated by the insurance payment coming in lower than expected.</p>		--	(400)	(400)	--	--
Total Agency: Citywide Savings Program		--	(400)	(480)	(80)	(80)

Expenditure Increases/Re-estimates

Department of Parks and Recreation

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>City Council Member Item Reallocation</u>		69	--	--	--	--
City Council Member Item Reallocation						
<u>Retaining Wall Inspections</u>		--	300	--	--	--
Funding to perform legally mandated inspections of all retaining walls over 10 feet tall under Parks' jurisdiction.						
<u>Environmental Monitoring</u>	8 C	624	2,349	2,349	2,349	2,349
Funding to conduct environmental compliance monitoring and assessments mandated by the New York State Department of Environmental Conservation.						
<u>Petroleum Storage Tank Inspections</u>		346	306	306	306	306
Funding to test and inspect Parks owned petroleum bulk storage tanks. These inspections are legally mandated under City, State, and Federal regulations.						
<u>Funding Adjustment and Headcount Realignment</u>	7 C	2,700	--	--	--	--
Adjustment to the Department's tree pruning budget in FY17, and conversion of 14 budgeted seasonal positions to 7 full-time lines.						
<u>MS4 Team</u>	5 C	83	359	330	330	337
Funding to create a Municipal Separate Storm Sewer System (MS4) team that will enable Parks to comply with Executive Order #429, which requires City agencies to work in tandem to create and maintain a Stormwater Management Program related to discharge into the City's MS4 system.						
<u>Bushwick Inlet Park: CitiStorage Acquisition</u>		4,000	1,500	1,500	1,500	--
Funding to support non-capitally eligible costs associated with the acquisition of the CitiStorage site for Bushwick Inlet Park.						
Total Agency: Expenditure Increases/Re-estimates	20 C	7,822	4,814	4,485	4,485	2,992

AGENCY FIVE YEAR SUMMARY

New York Public Library

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Dollars</u>	<i>(City Funds in 000's)</i>				
Baseline Per November 2016 Plan	\$135,417	\$135,388	\$135,388	\$135,388	\$135,388
Expenditure Increases / Re-estimates	51	-	-	-	-
January 2017 Financial Plan	<u><u>\$135,468</u></u>	<u><u>\$135,388</u></u>	<u><u>\$135,388</u></u>	<u><u>\$135,388</u></u>	<u><u>\$135,388</u></u>

C = Civilian, P = Pedagogical, U = Uniform

Expenditure Increases/Re-estimates

New York Public Library

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>NYPL City Council Member Items Reallocation.</u> NYPL City Council Member Items Reallocation.		51	--	--	--	--
Total Agency: Expenditure Increases/Re-estimates		51	--	--	--	--

AGENCY FIVE YEAR SUMMARY

Brooklyn Public Library

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Dollars</u>	<i>(City Funds in 000's)</i>				
Baseline Per November 2016 Plan	\$100,701	\$100,719	\$100,720	\$100,720	\$100,720
Expenditure Increases / Re-estimates	20	-	-	-	-
January 2017 Financial Plan	<u><u>\$100,721</u></u>	<u><u>\$100,719</u></u>	<u><u>\$100,720</u></u>	<u><u>\$100,720</u></u>	<u><u>\$100,720</u></u>

C = Civilian, P = Pedagogical, U = Uniform

Expenditure Increases/Re-estimates

Brooklyn Public Library

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<p><u>BPL City Council Member Items Reallocation.</u> BPL City Council Member Items Reallocation.</p>		20	--	--	--	--
Total Agency: Expenditure Increases/Re-estimates		20	--	--	--	--

AGENCY FIVE YEAR SUMMARY

Department of Cultural Affairs

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Dollars</u>	<i>(City Funds in 000's)</i>				
Baseline Per November 2016 Plan	\$181,320	\$142,927	\$142,927	\$142,927	\$142,927
Citywide Savings Program	(165)	-	-	-	-
Expenditure Increases / Re-estimates	8	58	58	58	58
January 2017 Financial Plan	<u>\$181,163</u>	<u>\$142,985</u>	<u>\$142,985</u>	<u>\$142,985</u>	<u>\$142,985</u>
<u>Headcount</u>					
Baseline Per November 2016 Plan	57	54	54	54	54
January 2017 Financial Plan	<u>57</u>	<u>54</u>	<u>54</u>	<u>54</u>	<u>54</u>

C = Civilian, P = Pedagogical, U = Uniform

Citywide Savings Program

Department of Cultural Affairs

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<p><u>DCLA PS Savings</u></p> <p>DCLA will realize salary savings due to vacant positions in the current fiscal year.</p>		(165)	--	--	--	--
Total Agency: Citywide Savings Program		(165)	--	--	--	--

Expenditure Increases/Re-estimates

Department of Cultural Affairs

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Lease Adjustment</u>		9	--	--	--	--
Lease Adjustment						
<u>DCLA City Council Member Items Reallocation.</u>		(59)	--	--	--	--
DCLA City Council Member Items Reallocation.						
<u>EI Museo Lease Adjustment</u>		58	58	58	58	58
Adjustment to EI Museo rent subsidy to fund rent increase.						
Total Agency: Expenditure Increases/Re-estimates		8	58	58	58	58

AGENCY FIVE YEAR SUMMARY

Department of Citywide Administrative Services

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Dollars</u>	<i>(City Funds in 000's)</i>				
Baseline Per November 2016 Plan	\$326,277	\$280,219	\$268,263	\$268,802	\$269,832
Citywide Savings Program	(2,071)	(1,161)	(1,161)	(661)	(661)
Less Citywide Savings Program (Revenue)	1,800	-	-	-	-
Expenditure Increases / Re-estimates	2,622	540	540	540	540
January 2017 Financial Plan	<u>\$328,628</u>	<u>\$279,598</u>	<u>\$267,642</u>	<u>\$268,681</u>	<u>\$269,711</u>
<u>Headcount</u>	<i>(City Funded)</i>				
Baseline Per November 2016 Plan	1,638	1,643	1,643	1,643	1,643
Expenditure Increases / Re-estimates	27	36	36	36	36
January 2017 Financial Plan	<u>1,665</u>	<u>1,679</u>	<u>1,679</u>	<u>1,679</u>	<u>1,679</u>

C = Civilian, P = Pedagogical, U = Uniform

Citywide Savings Program

Department of Citywide Administrative Services

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<p><u>Salvage Auctions</u></p> <p>The Department of Citywide Administrative Services will generate additional revenue from the sale of City-owned vehicles due to a sustained high rate of relinquishment by City agencies. The Department requires additional expense funding for vendor commissions and towing fees that are associated with the auction of the additional vehicles.</p>		(1,571)	--	--	--	--
<p><u>Energy Savings</u></p> <p>The Department of Citywide Administrative Services will generate annual savings associated with energy efficiency projects at DCAS buildings.</p>		--	(661)	(661)	(661)	(661)
<p><u>NYSERDA Incentive Payments</u></p> <p>A funding shift from City funds to Other Categorical funds for NYSERDA performance based payments.</p>		(500)	(500)	(500)	--	--
Total Agency: Citywide Savings Program		(2,071)	(1,161)	(1,161)	(661)	(661)

Expenditure Increases/Re-estimates

Department of Citywide Administrative Services

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Lease Adjustment</u>		(664)	--	--	--	--
Lease Adjustment						
<u>Portable Boiler Rental</u>		825	--	--	--	--
A portable boiler is needed to facilitate the re-tubing of two boilers located at 100 Centre Street to ensure the boiler systems remain operational.						
<u>Renovation of 2 Lafayette Street Training Room</u>		119	--	--	--	--
The Department of Citywide Administrative Services will renovate a room at 2 Lafayette Street to be used for training City employees.						
<u>Property Manager for Leasing Unit</u>	1 C	17	67	67	67	67
The Department of Citywide Administrative Services will hire a Property Manager to perform inspections of leased sites in the Leasing portfolio for which the City is the landlord. This position will allow the Leasing Unit to quickly execute lease renewals and new agreements.						
<u>DCAS Security Services</u>	9 C	650	473	473	473	473
The Department of Citywide Administrative Services will hire six (6) full-time security personnel for 22 Reade Street and three (3) full-time security personnel for the new Computerized Testing and Applications Center (CTAC) in Queens. In order to meet operational needs, contractual security guards will be used to staff 22 Reade Street and the CTAC in Queens in the current fiscal year.						
<u>Contractual Security Guards Conversion</u>	26 C	--	--	--	--	--
Contractual security personnel will be converted to twenty-six (26) full-time security personnel for the Public Safety Answering Center II (PSAC II) located in the Bronx. These positions will be funded by contractual savings from the conversion of contractual guards to full-time positions.						
<u>Auto Parts Study</u>		100	--	--	--	--
Funds a consultant to evaluate potential opportunities for efficiencies related to the city's auto parts inventory.						

Expenditure Increases/Re-estimates

Department of Citywide Administrative Services

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<p><u>Office Space Construction</u></p> <p>The Department of Citywide Administrative Services will reconstruct office space on the 18th floor of 1 Centre Street in order to accommodate additional staff.</p>		1,575	--	--	--	--
Total Agency: Expenditure Increases/Re-estimates	36 C	2,622	540	540	540	540

AGENCY FIVE YEAR SUMMARY

Department of Education

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Dollars</u>	<i>(City Funds in 000's)</i>				
Baseline Per November 2016 Plan	\$11,036,065	\$11,551,754	\$11,964,927	\$12,066,907	\$12,383,907
Citywide Savings Program	(57,714)	(62,392)	(63,241)	(64,794)	(64,794)
Expenditure Increases / Re-estimates	66,938	76,153	120,220	204,111	204,496
January 2017 Financial Plan	<u>\$11,045,289</u>	<u>\$11,565,515</u>	<u>\$12,021,906</u>	<u>\$12,206,224</u>	<u>\$12,523,609</u>
<u>Headcount</u>	<i>(City Funded)</i>				
Baseline Per November 2016 Plan	91,878 P	92,109 P	92,532 P	92,524 P	92,051 P
	9,481 C	9,458 C	9,458 C	9,458 C	9,931 C
Expenditure Increases / Re-estimates	49 C	91 C	97 C	97 C	97 C
January 2017 Financial Plan	91,878 P	92,109 P	92,532 P	92,524 P	92,051 P
	<u>9,530 C</u>	<u>9,549 C</u>	<u>9,555 C</u>	<u>9,555 C</u>	<u>10,028 C</u>

C = Civilian, P = Pedagogical, U = Uniform

Citywide Savings Program

Department of Education

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Broadband Conversion</u> Savings associated with the newly awarded contract for broadband provider conversion.		--	--	(849)	(4,773)	(4,773)
<u>Maintenance Charges on Technology Services</u> System upgrades will reduce maintenance costs on DOE's outdated network structure.		--	(2,307)	(2,307)	(2,307)	(2,307)
<u>Agency Sharing Resources</u> Savings from DOE leveraging existing DOITT technology resources. Includes fiber cables and wiring.		--	(2,371)	(2,371)	--	--
<u>SEIT (Special Education Itinerant Teachers)</u> Recent changes in state law allow DOE to pay for Special Education Itinerant Teacher services based on actual student attendance.		(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
<u>NYS - Career and Academic Improvement Aids</u> Increased claiming related to new classes not previously recognized as eligible for Career and Academic Improvement aid.		(42,714)	(42,714)	(42,714)	(42,714)	(42,714)
Total Agency: Citywide Savings Program		(57,714)	(62,392)	(63,241)	(64,794)	(64,794)

Expenditure Increases/Re-estimates

Department of Education

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Data Center Upgrades</u> Upgrades DOE's data center to support provision of faster internet speeds to schools. Creates additional data center backup locations to protect data and applications from system outages.	13 C	7,866	8,399	8,566	11,243	11,523
<u>Broadband Conversion and Upgrade</u> Provides high speed broadband capacity to all schools.		15,767	7,983	--	--	--
<u>SEGIS/Medicaid Business Technology Support Group</u> Baselines support for the SEGIS/Medicaid Strategy Group.	2 C	245	1,405	2,862	2,926	2,921
<u>Per Session</u> Funds per session costs for services to special education students.		2,239	4,573	4,893	2,502	2,558
<u>Chromebooks</u> Funds chromebooks for all Speech Language Pathologists/Teachers.		1,025	68	70	72	74
<u>SEGIS System Upgrade</u> Funds upgrades to SEGIS to address system performance, training for all system users and provider assignment module enhancements. Also creates a data reporting system to enhance data quality.	41 C	12,427	14,831	13,842	13,850	13,908
<u>Summer in the City Expansion</u> Expands DOE's Summer in the City program to serve additional at-risk 2nd graders. Expands STEM programming and extends summer school from 4 to 6 hours a day.		1,854	14,260	14,612	14,612	14,612
<u>College Access for All - Application Fee Waivers</u> Transfers funding to CUNY's budget for college application fee waivers.		(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
<u>FIT Collective Bargaining</u> Funds the recent collective bargaining pattern covering FIT employees.		8,971	9,185	9,426	9,420	9,414
<u>DIIT Insourcing</u> Supports fringe costs associated with insourcing technology contractual services.	35 C	--	886	923	960	960
<u>Adult Literacy Transfer from DYCD</u> Enhancements to Adult Literacy services at Community Schools.		1,910	--	--	--	--

Expenditure Increases/Re-estimates

Department of Education

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>YMI: NYC Men Teach</u> Right-sizes OTPS budget for NYC Men Teach.		--	195	195	195	195
<u>YMI: Peer 2 Peer Initiative</u> Supports the expansion of existing peer to peer mentorship programs operating in City schools.		165	440	440	440	440
<u>YMI: Mentorship Capacity Building</u> Supports participating schools to develop mentorship capacity in partnership with CBOs.		499	776	776	776	776
<u>YMI: City Mentor</u> Supports background checks for City employees participating in City Mentor.		24	38	38	38	38
<u>Fringe</u> Funds mandated fringe costs driven by rate increases and headcount growth.		15,000	14,114	64,577	148,077	148,077
<u>Member Items Reallocation</u> Member Items Reallocation		(54)	--	--	--	--
Total Agency: Expenditure Increases/Re-estimates	91 C	66,938	76,153	120,220	204,111	204,496

AGENCY FIVE YEAR SUMMARY

City University

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Dollars</u>	<i>(City Funds in 000's)</i>				
Baseline Per November 2016 Plan	\$741,643	\$738,481	\$766,248	\$776,890	\$790,043
Citywide Savings Program	-	(3,100)	(3,100)	(3,100)	(3,100)
Expenditure Increases / Re-estimates	68,250	59,266	60,206	57,395	57,395
January 2017 Financial Plan	<u><u>\$809,893</u></u>	<u><u>\$794,647</u></u>	<u><u>\$823,354</u></u>	<u><u>\$831,185</u></u>	<u><u>\$844,338</u></u>
<u>Headcount</u>					
Baseline Per November 2016 Plan	4,441 P	4,441 P	4,441 P	4,441 P	4,441 P
	1,907 C	1,924 C	1,941 C	1,945 C	1,945 C
January 2017 Financial Plan	4,441 P	4,441 P	4,441 P	4,441 P	4,441 P
	<u><u>1,907 C</u></u>	<u><u>1,924 C</u></u>	<u><u>1,941 C</u></u>	<u><u>1,945 C</u></u>	<u><u>1,945 C</u></u>

C = Civilian, P = Pedagogical, U = Uniform

Citywide Savings Program

City University

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<p><u>Efficiency Savings - Business Process Redesign and Strategic Sourcing.</u> CUNY will implement strategic procurement practices across all colleges to maximize volume discounts. Efficiencies will also be achieved by consolidating various business processes to a shared model.</p>		--	(2,100)	(2,100)	(2,100)	(2,100)
<p><u>Efficiency savings - Facilities Management</u> Efficiencies will be achieved through the expansion of preventative maintenance and energy reduction efforts.</p>		--	(1,000)	(1,000)	(1,000)	(1,000)
Total Agency: Citywide Savings Program		--	(3,100)	(3,100)	(3,100)	(3,100)

Expenditure Increases/Re-estimates

City University

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Collective Bargaining</u> Supports costs for recent Collective Bargaining Agreement for CUNY and Hunter Campus Schools, for unions PSC and DC37.		60,707	55,335	56,242	56,245	56,245
<u>Adult Literacy We Are New York DYCD Transfer</u> Council funding for Adult Literacy We Are New York DYCD transfer.		2,000	--	--	--	--
<u>Adult Literacy We Are New York DYCD Transfer</u> Mayoral funding for Adult Literacy We Are New York DYCD transfer.		1,063	--	--	--	--
<u>John Jay Cadet Program DOC Transfer</u> DOC transfer for John Jay Cadet Program.		792	2,080	2,814	--	--
<u>Application fee Waivers for Charter Schools and DOE students.</u> Eliminates CUNY application fees for qualified Charter school students with a financial need.		150	150	150	150	150
<u>DOE Application Fee Waivers</u> Funding transfer from DOE. Eliminates CUNY application fees for qualified DOE students with a financial need.		1,000	1,000	1,000	1,000	1,000
<u>John Jay/DOC Training Program</u> John Jay will provide a comprehensive training program for DOC staff.		2,273	701	--	--	--
<u>Violence Reduction Evaluations</u> Violence Reduction Evaluations transfer from MOCJ to CUNY.		265	--	--	--	--
Total Agency: Expenditure Increases/Re-estimates		68,250	59,266	60,206	57,395	57,395

AGENCY FIVE YEAR SUMMARY

Health + Hospitals

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Dollars</u>	<i>(City Funds in 000's)</i>				
Baseline Per November 2016 Plan	\$291,339	\$760,841	\$782,240	\$885,518	\$885,518
Expenditure Increases / Re-estimates	54	5,916	5,516	5,516	(94,484)
January 2017 Financial Plan	<u><u>\$291,393</u></u>	<u><u>\$766,757</u></u>	<u><u>\$787,756</u></u>	<u><u>\$891,034</u></u>	<u><u>\$791,034</u></u>

C = Civilian, P = Pedagogical, U = Uniform

Expenditure Increases/Re-estimates

Health + Hospitals

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Article 6 Adjustment- HIV</u> City transfer to realize HIV testing related public health revenue		(516)	--	--	--	--
<u>Article 6 Adjustment- Chronic/ Tobacco</u> City transfer to realize chronic disease and tobacco reduction related public health revenue.		(1,979)	--	--	--	--
<u>Correctional Health Services: Department of Corrections Employee Health Services</u> Implementation of in-jail Employee Health Services for Department of Corrections officers.		849	2,997	2,597	2,597	2,597
<u>Correctional Health Services: Compliance</u> Costs associated with compliance reporting and patient relations.		1,459	2,919	2,919	2,919	2,919
<u>Baseline Technical Adjustment</u> Technical adjustment removing one-time FY20 funding (H+H Development Opportunities) from automatic baseline funding in FY21.		--	--	--	--	(100,000)
<u>Local Initiatives: Ending the Epidemic</u> Ending the Epidemic		241	--	--	--	--
Total Agency: Expenditure Increases/Re-estimates		54	5,916	5,516	5,516	(94,484)

AGENCY FIVE YEAR SUMMARY

Department for the Aging

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Dollars</u>	<i>(City Funds in 000's)</i>				
Baseline Per November 2016 Plan	\$218,144	\$189,105	\$195,037	\$197,865	\$197,865
Expenditure Increases / Re-estimates	(1,856)	1,909	(3,184)	(3,184)	(3,184)
January 2017 Financial Plan	<u><u>\$216,288</u></u>	<u><u>\$191,014</u></u>	<u><u>\$191,853</u></u>	<u><u>\$194,681</u></u>	<u><u>\$194,681</u></u>
<u>Headcount</u>	<i>(City Funded)</i>				
Baseline Per November 2016 Plan	226	225	225	225	225
January 2017 Financial Plan	<u><u>226</u></u>	<u><u>225</u></u>	<u><u>225</u></u>	<u><u>225</u></u>	<u><u>225</u></u>

C = Civilian, P = Pedagogical, U = Uniform

Expenditure Increases/Re-estimates

Department for the Aging

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Senior Affordable Rental Apartments Program Transfer</u>		(1,530)	(2,341)	(3,184)	(3,184)	(3,184)
Transfers funds to HRA to oversee program for low-income seniors.						
<u>Home Care</u>		--	4,250	--	--	--
Funding to support the Home Care program.						
<u>Lease Adjustment</u>		206	--	--	--	--
Lease adjustment.						
<u>Member Items</u>		(532)	--	--	--	--
Member Items						
Total Agency: Expenditure Increases/Re-estimates		(1,856)	1,909	(3,184)	(3,184)	(3,184)

AGENCY FIVE YEAR SUMMARY

Department of Small Business Services

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Dollars</u>	<i>(City Funds in 000's)</i>				
Baseline Per November 2016 Plan	\$138,510	\$89,234	\$85,089	\$81,374	\$81,411
Citywide Savings Program	(854)	(746)	(748)	(750)	(750)
Expenditure Increases / Re-estimates	5,335	5,170	2,080	2,080	2,080
January 2017 Financial Plan	<u><u>\$142,991</u></u>	<u><u>\$93,658</u></u>	<u><u>\$86,421</u></u>	<u><u>\$82,704</u></u>	<u><u>\$82,741</u></u>
<u>Headcount</u>	<i>(City Funded)</i>				
Baseline Per November 2016 Plan	196	193	180	171	171
Expenditure Increases / Re-estimates	21	21	21	21	21
January 2017 Financial Plan	<u><u>217</u></u>	<u><u>214</u></u>	<u><u>201</u></u>	<u><u>192</u></u>	<u><u>192</u></u>

C = Civilian, P = Pedagogical, U = Uniform

Citywide Savings Program

Department of Small Business Services

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Hire NYC</u> The Department of Small Business Services will achieve savings in FY17 due to the revised schedule of the marketing campaign.		(100)	--	--	--	--
<u>DBS- Support for Small Biz</u> The Department of Small Business Services will achieve savings in FY17 due to the revised schedule for the program's implementation.		(100)	--	--	--	--
<u>Workforce Dev WIOA Fund Swap</u> The Department of Small Business Services has identified City tax levy expenses that are eligible for WIOA grant funding in the Workforce Development program.		(76)	(80)	(80)	(80)	(80)
<u>DBS - Small Business First</u> The Department of Small Business Services will achieve savings due to operating costs for the SB1 Center being less than originally budgeted.		(117)	--	--	--	--
<u>NDD - Neighborhood Investment</u> The Department of Small Business Services will achieve savings in FY17 and the out years due to changes in the implementation timeline.		(285)	(248)	(248)	(248)	(248)
<u>DBS - Legacy Business Support</u> The Department of Small Business Services has identified City tax levy expenses that are eligible for WIOA grant funding in the Business Support programs.		--	(100)	(100)	(100)	(100)
<u>TGI Savings</u> The Trust for Governors Island (TGI) will achieve savings due to budget adjustments on gas, security services, and grounds maintenance supplies.		(176)	(318)	(320)	(322)	(322)
Total Agency: Citywide Savings Program		(854)	(746)	(748)	(750)	(750)

Expenditure Increases/Re-estimates

Department of Small Business Services

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<p><u>Faith Center OTPS</u></p> <p>The Department of Small Business Services will receive funding to assist with the launch of the Clergy Advisory Council's Center for Faith and Community Partnerships (CFCP).</p>	6 C	350	500	500	500	500
<p><u>MWBE New Needs</u></p> <p>The Department of Small Business Services will receive funding to expand the MWBE program.</p>	15 C	1,782	1,711	1,711	1,711	1,711
<p><u>OER Clean Soil Bank (CSB) Web-based Dashboard Reallocation</u></p> <p>The Mayor's Office of Environmental Remediation (OER) will re-allocate FY17 funds earmarked for the generation of a Clean Soil Bank (CSB) Web-based Dashboard to FY18.</p>		(90)	90	--	--	--
<p><u>SB1 Technical Adjustment</u></p> <p>The Department of Small Business Services will reallocate funding for the SB1 Center.</p>		--	(310)	(310)	(310)	(310)
<p><u>EDC Design Study</u></p> <p>The NYC Economic Development Corporation will receive funding for design and scoping.</p>		3,000	3,000	--	--	--
<p><u>TGI Ferry Inspection and Repair</u></p> <p>The Trust for Governors Island (TGI) will receive funds for the inspection and repair of a passenger ferry.</p>		176	--	--	--	--
<p><u>Waterfront Permitting</u></p> <p>The Department of Small Business Services will receive funding to handle the increase in waterfront permits.</p>		117	179	179	179	179
Total Agency: Expenditure Increases/Re-estimates	21 C	5,335	5,170	2,080	2,080	2,080

AGENCY FIVE YEAR SUMMARY

Department of Buildings

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Dollars</u>	<i>(City Funds in 000's)</i>				
Baseline Per November 2016 Plan	\$172,144	\$155,450	\$151,854	\$150,567	\$150,567
Citywide Savings Program	(3,152)	(3,260)	(3,260)	(3,260)	(3,260)
Less Citywide Savings Program (Revenue)	652	3,260	3,260	3,260	3,260
Expenditure Increases / Re-estimates	58	1,678	1,645	1,645	1,645
January 2017 Financial Plan	<u>\$169,702</u>	<u>\$157,128</u>	<u>\$153,499</u>	<u>\$152,212</u>	<u>\$152,212</u>
<u>Headcount</u>	<i>(City Funded)</i>				
Baseline Per November 2016 Plan	1,630	1,566	1,566	1,566	1,566
Expenditure Increases / Re-estimates	-	21	21	21	21
January 2017 Financial Plan	<u>1,630</u>	<u>1,587</u>	<u>1,587</u>	<u>1,587</u>	<u>1,587</u>

C = Civilian, P = Pedagogical, U = Uniform

Citywide Savings Program

Department of Buildings

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<p><u>Increased Filing Compliance</u></p> <p>Additional DOB NOW functionality will enable property owners to electronically submit mandated compliance filings, including elevators and boilers. The new functionality will be integrated with permit and compliance processes to improve accountability and increase collections.</p>		(652)	(3,260)	(3,260)	(3,260)	(3,260)
<p><u>Citywide Savings</u></p> <p>The Department of Buildings will achieve savings in FY17 through PS accruals.</p>		(2,500)	--	--	--	--
Total Agency: Citywide Savings Program		(3,152)	(3,260)	(3,260)	(3,260)	(3,260)

Expenditure Increases/Re-estimates

Department of Buildings

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Built to Last</u> The Department of Buildings will receive funding to continue the Built to Last Energy Code Compliance enforcement and development program.	15 C	--	1,258	1,255	1,255	1,255
<u>Gas and Plumbing</u> The Department of Buildings will receive funding for gas and plumbing initiatives.	6 C	--	420	390	390	390
<u>Lease Adjustment</u> Lease Adjustment		3	--	--	--	--
<u>Lease Adjustment</u>		55	--	--	--	--
Total Agency: Expenditure Increases/Re-estimates	21 C	58	1,678	1,645	1,645	1,645

AGENCY FIVE YEAR SUMMARY

Department of Environmental Protection

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Dollars</u>	<i>(City Funds in 000's)</i>				
Baseline Per November 2016 Plan	\$1,192,427	\$1,143,106	\$1,129,869	\$1,117,321	\$1,118,604
Citywide Savings Program	(2,143)	(1,451)	(925)	(925)	(925)
Expenditure Increases / Re-estimates	9,665	5,319	-	375	-
January 2017 Financial Plan	<u><u>\$1,199,949</u></u>	<u><u>\$1,146,974</u></u>	<u><u>\$1,128,944</u></u>	<u><u>\$1,116,771</u></u>	<u><u>\$1,117,679</u></u>
<u>Headcount</u>	<i>(City Funded)</i>				
Baseline Per November 2016 Plan	243	243	243	243	243
January 2017 Financial Plan	<u><u>243</u></u>	<u><u>243</u></u>	<u><u>243</u></u>	<u><u>243</u></u>	<u><u>243</u></u>

C = Civilian, P = Pedagogical, U = Uniform

Citywide Savings Program

Department of Environmental Protection

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<p><u>Projected Personal Services Surplus</u></p> <p>DEP will realize salary savings due to vacant positions in the current fiscal year.</p>		(1,250)	--	--	--	--
<p><u>Timber Harvest Contract Delay</u></p> <p>DEP manages a timber harvest contract as part of the effort to protect water quality on the City-owned watershed lands. Due to delays in contract registration, less spending is expected in the current year.</p>		(500)	--	--	--	--
<p><u>Reduction of Other Than Personal Services Surplus</u></p> <p>Reduction of funds associated with the disposal of the Bureau of Water and Sewer Operations refuse. These funds have not been used in the past and will not have an adverse impact on the Bureau's ability to fulfill its obligations.</p>		--	(780)	(780)	(780)	(780)
<p><u>Energy Savings through Aeration Improvements at Hunts Point Wastewater Treatment Plant</u></p> <p>In FY 2016, Hunts Point treatment plant underwent several operational and equipment-related improvements that allowed the plant to use more efficient aeration techniques to treat waste. As a result, DEP has realized savings in annual energy expenditures.</p>		(145)	(145)	(145)	(145)	(145)
<p><u>Savings on Security Contract Costs</u></p> <p>DEP will incur lower contract costs for security services, which include fire watch services for DEP facilities undergoing fire alarm repairs. The reduction in costs is based on updated fire alarm repair completion dates, as well as adjustments based on current utilization rates for other security services.</p>		(248)	(526)	--	--	--
Total Agency: Citywide Savings Program		(2,143)	(1,451)	(925)	(925)	(925)

Expenditure Increases/Re-estimates

Department of Environmental Protection

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<p><u>Site Acquisition Related to Gowanus Canal Combined Sewer Overflow Tanks</u> In order to comply with the strict timeline mandated by the EPA in the cleanup of the Gowanus Canal Superfund Site, DEP must acquire sites for a Combined Sewer Overflow tank by April 2020. DEP will work with EDC to secure an interest in the property to allow for prompt acquisition to occur after the Uniform Land Use Review Procedure is completed.</p>		10,000	--	--	--	--
<p><u>Owls Head Emergency Sludge Dewatering and Disposal Services</u> As of December 2016, the docks for transporting sludge at the Owls Head Wastewater Treatment Plant are in need of immediate repair. One of the docks is shifting and DEP submitted a Declaration of Emergency to commence reconstruction as soon as possible. Funding is provided for a temporary sludge dewatering operation while the dock is being repaired.</p>		5,359	--	--	--	--
<p><u>Contractual Service Delays</u> Due to delays caused by contract negotiation, permitting, and project plan revisions, funding for various projects (water quality studies, interceptor sewer cleaning, forest management, drainage plans) will be committed later than originally planned.</p>		(5,694)	5,319	--	375	--
Total Agency: Expenditure Increases/Re-estimates		9,665	5,319	--	375	--

AGENCY FIVE YEAR SUMMARY

Debt Service

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Dollars</u>	<i>(City Funds in 000's)</i>				
Baseline Per November 2016 Plan	\$3,008,806	\$6,213,135	\$7,126,556	\$7,780,758	\$8,181,441
Citywide Savings Program	(84,827)	(334,321)	(83,400)	(72,202)	(53,155)
Expenditure Increases / Re-estimates	2,615,885	(2,615,885)	-	-	-
January 2017 Financial Plan	<u><u>\$5,539,864</u></u>	<u><u>\$3,262,929</u></u>	<u><u>\$7,043,156</u></u>	<u><u>\$7,708,556</u></u>	<u><u>\$8,128,286</u></u>

C = Civilian, P = Pedagogical, U = Uniform

Citywide Savings Program

Debt Service

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>GO Reoffering Impact</u> Reflects reoffering of GO bonds.		843	7,403	7,403	7,403	2,016
<u>GO New Money Debt Service</u> Debt service on new GO bonds issued during FY17.		16,527	36,955	54,644	54,804	57,474
<u>GO Projected New Money Debt Service</u> Projected debt service on GO bonds to be issued during FY17. Additionally, this initiative reflects changes to issuance assumptions.		--	(47,800)	(64,370)	(58,879)	(47,555)
<u>GO Variable Rate Interest</u> Interest on variable rate bonds.		(66,011)	(7,398)	(7,398)	(7,398)	(7,398)
<u>GO Earnings on Proceeds</u> Interest earned from GO bond proceeds.		375	--	(200)	(350)	(700)
<u>TFA Retention</u> Funding requirements for TFA debt service and other costs.		(36,561)	(248,857)	1,145	6,842	17,632
<u>RAN/TAN Interest</u> Removing interest cost associated with issuance of RAN/TAN.		--	(74,624)	(74,624)	(74,624)	(74,624)
Total Agency: Citywide Savings Program		(84,827)	(334,321)	(83,400)	(72,202)	(53,155)

Expenditure Increases/Re-estimates

Debt Service

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Debt Service Prepayment</u>		2,615,885	(2,615,885)	--	--	--
Debt Service Prepayment						
Total Agency: Expenditure Increases/Re-estimates		2,615,885	(2,615,885)	--	--	--

AGENCY FIVE YEAR SUMMARY

Mayorality

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Dollars</u>	<i>(City Funds in 000's)</i>				
Baseline Per November 2016 Plan	\$94,229	\$96,319	\$97,163	\$93,082	\$93,082
Citywide Savings Program	(154)	-	-	-	-
Expenditure Increases / Re-estimates	431	1,145	1,145	1,220	1,220
January 2017 Financial Plan	<u>\$94,506</u>	<u>\$97,464</u>	<u>\$98,308</u>	<u>\$94,302</u>	<u>\$94,302</u>
<u>Headcount</u>	<i>(City Funded)</i>				
Baseline Per November 2016 Plan	927	924	926	914	914
Citywide Savings Program	(12)	(12)	(12)	(12)	(12)
Expenditure Increases / Re-estimates	13	13	13	13	13
January 2017 Financial Plan	<u>928</u>	<u>925</u>	<u>927</u>	<u>915</u>	<u>915</u>

C = Civilian, P = Pedagogical, U = Uniform

Citywide Savings Program

Mayoralty

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>MOCS Hiring Plan Adjustment</u>		(154)	--	--	--	--
Hiring plan adjustment.						
<u>MOCS Headcount Re-estimate</u>	(12) C	--	--	--	--	--
Headcount realignment of vacant positions to be consistent with the current staffing plan for the Mayor's Office of Contract Services (MOCS).						
Total Agency: Citywide Savings Program	(12) C	(154)	--	--	--	--

Expenditure Increases/Re-estimates

Mayorality

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>CUNY ISLG Study on Overtime</u>		240	--	--	--	--
Recognizing the importance of overtime as a management tool, a study conducted by the CUNY Institute of State and Local Governance (ISLG) will help the Mayor's Office of Operations and the Office of Management and Budget develop models to optimize staff deployment within two pilot agencies.						
<u>Grants Management Staff</u>	6 C	195	390	390	390	390
This initiative will fund staff to monitor federal grants received through the Homeland Security Grant Program (HSGP).						
<u>Transfer PASSPort Staff from DoITT to MOCS</u>	7 C	--	830	830	830	830
This initiative is net-zero citywide, transferring procurement innovation project staff from DoITT to MOCS.						
<u>Transfer Funding to DOHMH for Nicotine Therapy Program</u>		(75)	(75)	(75)	--	--
The Office of Labor Relations (OLR) will transfer funding to the Department of Health and Mental Hygeine (DOHMH) in order to fund the Nicotine Replacement Therapy program, as proposed in the OLR City Employee Wellness Program.						
<u>CEO Evaluation</u>		71	--	--	--	--
Total Agency: Expenditure Increases/Re-estimates	13 C	431	1,145	1,145	1,220	1,220

AGENCY FIVE YEAR SUMMARY

Board of Elections

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Dollars</u>	<i>(City Funds in 000's)</i>				
Baseline Per November 2016 Plan	\$126,510	\$96,371	\$92,675	\$94,126	\$91,932
Expenditure Increases / Re-estimates	3,890	2,245	2,245	2,245	2,245
January 2017 Financial Plan	<u>\$130,400</u>	<u>\$98,616</u>	<u>\$94,920</u>	<u>\$96,371</u>	<u>\$94,177</u>
<u>Headcount</u>	<i>(City Funded)</i>				
Baseline Per November 2016 Plan	475	475	475	475	475
Expenditure Increases / Re-estimates	30	30	30	30	30
January 2017 Financial Plan	<u>505</u>	<u>505</u>	<u>505</u>	<u>505</u>	<u>505</u>

C = Civilian, P = Pedagogical, U = Uniform

Expenditure Increases/Re-estimates

Board of Elections

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<p><u>Voting Machine Technicians</u> Voting Machine Technicians (VMTs) will be responsible for pre-qualification of all voting machines, routine maintenance and repairs, and assisting in voting machine facility operations, in addition to being on call to address any VMT issues on Election Days.</p>	30 C	988	988	988	988	988
<p><u>Voting Machine Maintenance</u> Funding for ongoing voting machine maintenance and repair costs.</p>		1,257	1,257	1,257	1,257	1,257
<p><u>Data Entry Temps</u> In order to meet statutory deadlines, temporary workers were needed for data entry into BOE's registration database prior to the November 2016 election. These workers provided services for 2.5 weeks in October 2016.</p>		291	--	--	--	--
<p><u>Poll Worker Funding Adjustment</u> Funding for poll worker costs technical adjustment.</p>		1,354	--	--	--	--
Total Agency: Expenditure Increases/Re-estimates	30 C	3,890	2,245	2,245	2,245	2,245

AGENCY FIVE YEAR SUMMARY

Department of Emergency Management

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Dollars</u>	<i>(City Funds in 000's)</i>				
Baseline Per November 2016 Plan	\$40,252	\$23,143	\$23,374	\$23,786	\$23,817
Citywide Savings Program	(198)	-	-	-	-
Expenditure Increases / Re-estimates	-	-	-	-	-
January 2017 Financial Plan	<u>\$40,054</u>	<u>\$23,143</u>	<u>\$23,374</u>	<u>\$23,786</u>	<u>\$23,817</u>
<u>Headcount</u>					
Baseline Per November 2016 Plan	57	57	57	57	57
January 2017 Financial Plan	<u>57</u>	<u>57</u>	<u>57</u>	<u>57</u>	<u>57</u>

C = Civilian, P = Pedagogical, U = Uniform

Citywide Savings Program

Department of Emergency Management

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<p><u>Flood Barrier Savings</u></p> <p>The agency has identified savings by utilizing contractual subject matter experts to assist with flood barrier protection deployment.</p>		(198)	--	--	--	--
Total Agency: Citywide Savings Program		(198)	--	--	--	--

AGENCY FIVE YEAR SUMMARY

Administrative Tax Appeals

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Dollars</u>	<i>(City Funds in 000's)</i>				
Baseline Per November 2016 Plan	\$4,972	\$5,061	\$5,061	\$5,061	\$5,061
Expenditure Increases / Re-estimates	85	-	-	-	-
January 2017 Financial Plan	<u>\$5,057</u>	<u>\$5,061</u>	<u>\$5,061</u>	<u>\$5,061</u>	<u>\$5,061</u>
<u>Headcount</u>					
Baseline Per November 2016 Plan	44	44	44	44	44
January 2017 Financial Plan	<u>44</u>	<u>44</u>	<u>44</u>	<u>44</u>	<u>44</u>

C = Civilian, P = Pedagogical, U = Uniform

Expenditure Increases/Re-estimates

Administrative Tax Appeals

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<p><u>Efficiencies in Handling Tax Appeal Applications</u></p> <p>Funding for a digital system for scanning records, which will allow the agency to manage a workload increase that is anticipated to generate an additional \$80,000 in revenue per year.</p>	85	--	--	--	--	
Total Agency: Expenditure Increases/Re-estimates		85	--	--	--	--

AGENCY FIVE YEAR SUMMARY

Law Department

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Dollars</u>	<i>(City Funds in 000's)</i>				
Baseline Per November 2016 Plan	\$210,510	\$197,861	\$196,214	\$196,064	\$196,064
Citywide Savings Program	(5,794)	-	-	-	-
Less Citywide Savings Program (Revenue)	4,776	-	-	-	-
Expenditure Increases / Re-estimates	6,660	574	1,147	1,147	1,147
January 2017 Financial Plan	<u>\$216,152</u>	<u>\$198,435</u>	<u>\$197,361</u>	<u>\$197,211</u>	<u>\$197,211</u>
<u>Headcount</u>	<i>(City Funded)</i>				
Baseline Per November 2016 Plan	1,647	1,644	1,644	1,644	1,644
January 2017 Financial Plan	<u>1,647</u>	<u>1,644</u>	<u>1,644</u>	<u>1,644</u>	<u>1,644</u>

C = Civilian, P = Pedagogical, U = Uniform

Citywide Savings Program

Law Department

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<p><u>Sale of Streets</u></p> <p>The Law Department has collected revenue from the sale of Mercer Street between West Houston Street and West 4th Street in Manhattan. The value of the street is established by DCAS through an appraisal process.</p>		(4,776)	--	--	--	--
<p><u>Hiring plan adjustment.</u></p> <p>Hiring plan adjustment.</p>		(1,018)	--	--	--	--
Total Agency: Citywide Savings Program		(5,794)	--	--	--	--

Expenditure Increases/Re-estimates

Law Department

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Case Specific New Needs</u> Funding for outside technical and legal expertise for various cases.		5,985	--	--	--	--
<u>Brooklyn Tort Division Lease</u> Funding for additional office space to accommodate the staff associated with the Brooklyn Tort Division expansion.		--	574	1,147	1,147	1,147
<u>Lease Adjustment</u> Lease Adjustment.		675	--	--	--	--
Total Agency: Expenditure Increases/Re-estimates		6,660	574	1,147	1,147	1,147

AGENCY FIVE YEAR SUMMARY

Department of City Planning

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Dollars</u>	<i>(City Funds in 000's)</i>				
Baseline Per November 2016 Plan	\$30,014	\$25,482	\$24,359	\$24,425	\$24,425
Citywide Savings Program	(750)	-	-	-	-
Expenditure Increases / Re-estimates	426	372	268	268	268
January 2017 Financial Plan	<u><u>\$29,690</u></u>	<u><u>\$25,854</u></u>	<u><u>\$24,627</u></u>	<u><u>\$24,693</u></u>	<u><u>\$24,693</u></u>
<u>Headcount</u>	<i>(City Funded)</i>				
Baseline Per November 2016 Plan	154	152	152	152	152
Expenditure Increases / Re-estimates	4	4	4	4	4
January 2017 Financial Plan	<u><u>158</u></u>	<u><u>156</u></u>	<u><u>156</u></u>	<u><u>156</u></u>	<u><u>156</u></u>

C = Civilian, P = Pedagogical, U = Uniform

Citywide Savings Program

Department of City Planning

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<p><u>DCP Efficiency Savings</u></p> <p>The Department of City Planning will achieve savings in FY17 due to a surplus of environmental consulting funds in FY17 realized from changing project deadlines.</p>		(750)	--	--	--	--
Total Agency: Citywide Savings Program		(750)	--	--	--	--

Expenditure Increases/Re-estimates

Department of City Planning

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Speed the Review of Applications</u> The Department of City Planning will receive funding for application reviews.	4 C	134	268	268	268	268
<u>Project Manager for Paperless Filing</u> The Department of City Planning will receive funding to procure an ITCS consultant to manage the implementation of the Department's Paperless Filing system.		104	104	--	--	--
<u>Lease Adjustment</u> Lease Adjustment.		188	--	--	--	--
Total Agency: Expenditure Increases/Re-estimates	4 C	426	372	268	268	268

AGENCY FIVE YEAR SUMMARY

Civilian Complaint Review Board

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Dollars</u>	<i>(City Funds in 000's)</i>				
Baseline Per November 2016 Plan	\$16,257	\$16,735	\$16,735	\$16,735	\$16,735
Citywide Savings Program	(81)	(251)	(251)	(251)	(251)
Expenditure Increases / Re-estimates	-	-	-	-	-
January 2017 Financial Plan	<u><u>\$16,176</u></u>	<u><u>\$16,484</u></u>	<u><u>\$16,484</u></u>	<u><u>\$16,484</u></u>	<u><u>\$16,484</u></u>
<u>Headcount</u>	<i>(City Funded)</i>				
Baseline Per November 2016 Plan	186	186	186	186	186
Citywide Savings Program	-	(1)	(1)	(1)	(1)
January 2017 Financial Plan	<u><u>186</u></u>	<u><u>185</u></u>	<u><u>185</u></u>	<u><u>185</u></u>	<u><u>185</u></u>

C = Civilian, P = Pedagogical, U = Uniform

Citywide Savings Program

Civilian Complaint Review Board

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Hiring Plan Adjustment</u> Hiring plan adjustment.		(81)	(75)	(75)	(75)	(75)
<u>OTPS Accruals</u> OTPS accruals.		--	(16)	(16)	(16)	(16)
<u>Elimination of Management Position</u> Elimination of a management position that is no longer needed.	(1) C	--	(160)	(160)	(160)	(160)
Total Agency: Citywide Savings Program	(1) C	(81)	(251)	(251)	(251)	(251)

AGENCY FIVE YEAR SUMMARY

Board of Correction

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Dollars</u>	<i>(City Funds in 000's)</i>				
Baseline Per November 2016 Plan	\$3,030	\$3,043	\$3,043	\$3,043	\$3,043
Citywide Savings Program	(15)	(46)	(46)	(46)	(46)
Expenditure Increases / Re-estimates	-	-	-	-	-
January 2017 Financial Plan	<u><u>\$3,015</u></u>	<u><u>\$2,997</u></u>	<u><u>\$2,997</u></u>	<u><u>\$2,997</u></u>	<u><u>\$2,997</u></u>
<u>Headcount</u>					
Baseline Per November 2016 Plan	38	38	38	38	38
January 2017 Financial Plan	<u><u>38</u></u>	<u><u>38</u></u>	<u><u>38</u></u>	<u><u>38</u></u>	<u><u>38</u></u>

C = Civilian, P = Pedagogical, U = Uniform

Citywide Savings Program

Board of Correction

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<p><u>Hiring Plan Adjustment</u> Hiring plan adjustment.</p>		(15)	(46)	(46)	(46)	(46)
Total Agency: Citywide Savings Program		(15)	(46)	(46)	(46)	(46)

AGENCY FIVE YEAR SUMMARY

Pensions

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Dollars</u>	<i>(City Funds in 000's)</i>				
Baseline Per November 2016 Plan	\$9,277,956	\$9,685,673	\$9,965,409	\$10,016,612	\$10,034,269
Expenditure Increases / Re-estimates	(9,374)	(11,374)	(10,082)	(8,751)	(8,641)
January 2017 Financial Plan	<u><u>\$9,268,582</u></u>	<u><u>\$9,674,299</u></u>	<u><u>\$9,955,327</u></u>	<u><u>\$10,007,861</u></u>	<u><u>\$10,025,628</u></u>

C = Civilian, P = Pedagogical, U = Uniform

Expenditure Increases/Re-estimates

Pensions

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>BERS FY17 PRELIM UPDATE FROM OA</u>		(9,374)	(9,374)	(9,374)	(9,374)	(9,374)
BERS FY17 PRELIM UPDATE FROM OA						
<u>HEADCOUNT NEW NEED</u>		--	--	913	1,583	1,644
HEADCOUNT NEW NEED						
<u>HEADCOUNT CHANGES OTHER</u>		--	--	(462)	(319)	(315)
HEADCOUNT CHANGES OTHER						
<u>TIAA ADJUSTMENT</u>		--	(2,000)	(2,000)	(2,000)	(2,000)
TIAA ADJUSTMENT						
<u>CIRS LABOR TRANSFER</u>		--	--	841	1,359	1,404
CIRS LABOR TRANSFER FOR DAY CARE COLA						
Total Agency: Expenditure Increases/Re-estimates		(9,374)	(11,374)	(10,082)	(8,751)	(8,641)

AGENCY FIVE YEAR SUMMARY

Miscellaneous

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Dollars</u>	<i>(City Funds in 000's)</i>				
Baseline Per November 2016 Plan	\$7,921,909	\$8,729,609	\$10,226,384	\$11,090,665	\$12,010,647
Citywide Savings Program	(166,010)	(90,896)	(90,896)	(90,896)	(90,896)
Expenditure Increases / Re-estimates	(580,280)	179,671	177,620	178,256	177,523
January 2017 Financial Plan	<u>\$7,175,619</u>	<u>\$8,818,384</u>	<u>\$10,313,108</u>	<u>\$11,178,025</u>	<u>\$12,097,274</u>

C = Civilian, P = Pedagogical, U = Uniform

Citywide Savings Program

Miscellaneous

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Fringe Benefit Savings</u>		(40,925)	--	--	--	--
Fringe benefit savings for Health, FICA, and Supplemental Welfare Benefits due to lower than planned headcount for FY17 October through January.						
<u>Fringe Reimbursement - HRA</u>		(56,674)	(37,084)	(37,084)	(37,084)	(37,084)
Federally negotiated fringe reimbursement rate will result in additional HRA revenues that offset City costs.						
<u>Fringe Reimbursement - ACS</u>		(62,411)	(47,812)	(47,812)	(47,812)	(47,812)
Federally negotiated fringe reimbursement rate will result in additional ACS revenues that offset City costs.						
<u>Community Colleges Re-estimate</u>		(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
Baseline reduction to Students in Community Colleges expenses based on lower actuals - City pays half of the tuition for City residents to attend community colleges outside of the City but still within the State.						
<u>Mental Health Re-estimate</u>		(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
Baseline reduction to Mental Health Institutions expenses based on lower actuals - City and State split the cost for mental health fitness to stand trial evaluations for individuals arrested for crimes committed in the City.						
Total Agency: Citywide Savings Program		(166,010)	(90,896)	(90,896)	(90,896)	(90,896)

Expenditure Increases/Re-estimates

Miscellaneous

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>EDC Study</u> The NYC Economic Development Corporation will receive funding for design and scoping.		(3,000)	(3,000)	--	--	--
<u>Capital Stabilization Reserve</u> Reduce Capital Stabilization Reserve in FY17 and increase in FY18-FY21.		(500,000)	250,000	250,000	250,000	250,000
<u>FB Associated with HC</u> Fringe benefit increases due to planned headcount and overtime changes.		2,026	14,101	12,689	15,606	16,949
<u>FY17 City Council Member Items Reallocation</u> FY17 City Council Member Items Reallocation		17	--	--	--	--
<u>Brownsville Teen Center</u> Programming for the Brownsville Teen Center.		65	180	180	180	180
<u>Criminal Justice Agency</u> Administrative and operational needs for the Criminal Justice Agency.		225	70	70	70	70
<u>Neighborhood Defenders</u> Contract increase for the Neighborhood Defenders to provide indigent family court defense services (Article 10 cases).		464	661	661	661	661
<u>Bronx Defenders</u> Contract increase for the Bronx Defenders to provide indigent family court defense services (Article 10 cases).		1,130	1,010	1,010	1,010	1,010
<u>Brooklyn Defenders</u> Contract increase for the Brooklyn Defenders to provide indigent family court defense services (Article 10 cases).		767	710	710	710	710
<u>CJA Language Access</u> Expand language access at the Criminal Justice Agency.		109	143	143	143	143
<u>Violence Reduction Evaluation</u> A citywide net-zero funding transfer for CUNY John Jay College to conduct an evaluation of various citywide violence reduction initiatives.		(265)	--	--	--	--

Expenditure Increases/Re-estimates

Miscellaneous

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Member Item Reallocation</u>		(63)	--	--	--	--
Member Item Reallocation						
<u>Transfer of Daycare COLA Funding</u>		(12,077)	(19,684)	(21,334)	(23,100)	(25,137)
Transfer of Daycare COLA Funding						
<u>Transfer of Collective Bargaining Funding to CUNY</u>		(60,707)	(55,335)	(56,242)	(56,245)	(56,245)
Transfer of Collective Bargaining Funding to CUNY						
<u>Transfer of Collective Bargaining Funding to FIT</u>		(8,971)	(9,185)	(9,426)	(9,420)	(9,414)
Transfer of Collective Bargaining Funding to FIT						
<u>Transfer to Pensions (CIRS) for Daycare COLA Related Increase</u>		--	--	(841)	(1,359)	(1,404)
Transfer to Pensions (CIRS) for Daycare COLA Related Increase						
Total Agency: Expenditure Increases/Re-estimates		(580,280)	179,671	177,620	178,256	177,523

AGENCY FIVE YEAR SUMMARY

City Clerk

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Dollars</u>	<i>(City Funds in 000's)</i>				
Baseline Per November 2016 Plan	\$5,924	\$5,556	\$5,556	\$5,556	\$5,556
Citywide Savings Program	(29)	-	-	-	-
Expenditure Increases / Re-estimates	16	1	1	1	1
January 2017 Financial Plan	<u><u>\$5,911</u></u>	<u><u>\$5,557</u></u>	<u><u>\$5,557</u></u>	<u><u>\$5,557</u></u>	<u><u>\$5,557</u></u>
<u>Headcount</u>					
Baseline Per November 2016 Plan	70	70	70	70	70
January 2017 Financial Plan	<u><u>70</u></u>	<u><u>70</u></u>	<u><u>70</u></u>	<u><u>70</u></u>	<u><u>70</u></u>

C = Civilian, P = Pedagogical, U = Uniform

Citywide Savings Program

City Clerk

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<p><u>Hiring Plan Adjustment</u> Hiring plan adjustment.</p>		(29)	--	--	--	--
Total Agency: Citywide Savings Program		(29)	--	--	--	--

Expenditure Increases/Re-estimates

City Clerk

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<p><u>Voter Registration Forms</u></p> <p>The agency will purchase marriage license forms that incorporate voter registration forms to be in compliance with a charter mandate.</p>		15	--	--	--	--
<p><u>Digital Mailing Systems</u></p> <p>The leases for the digital mailing system equipment used by the City Clerk have increased, and additional funding is required to cover the incremental costs.</p>		1	1	1	1	1
Total Agency: Expenditure Increases/Re-estimates		16	1	1	1	1

AGENCY FIVE YEAR SUMMARY

Financial Information Services Agency

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Dollars</u>	<i>(City Funds in 000's)</i>				
Baseline Per November 2016 Plan	\$104,667	\$110,897	\$111,541	\$112,185	\$112,185
Citywide Savings Program	(1,057)	(1,120)	(1,120)	(1,120)	(1,120)
Expenditure Increases / Re-estimates	-	-	-	-	-
January 2017 Financial Plan	<u><u>\$103,610</u></u>	<u><u>\$109,777</u></u>	<u><u>\$110,421</u></u>	<u><u>\$111,065</u></u>	<u><u>\$111,065</u></u>
<u>Headcount</u>	<i>(City Funded)</i>				
Baseline Per November 2016 Plan	460	458	458	458	458
Citywide Savings Program	(2)	(2)	-	-	-
January 2017 Financial Plan	<u><u>458</u></u>	<u><u>456</u></u>	<u><u>458</u></u>	<u><u>458</u></u>	<u><u>458</u></u>

C = Civilian, P = Pedagogical, U = Uniform

Citywide Savings Program

Financial Information Services Agency

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Hiring Plan Adjustment</u> Hiring plan adjustment.		(150)	--	--	--	--
<u>Maintenance Reduction</u> FISA is able to reduce IT maintenance costs for the current and out years due to the lower costs of maintaining newer equipment.		--	(1,120)	(1,120)	(1,120)	(1,120)
<u>Reduced Rental Costs</u> Due to building improvements at 450 West 33rd Street, FISA was required to relocate staff. Through negotiations with the landlord, reduced rental costs were secured for 5.5 months in FY17.		(907)	--	--	--	--
<u>Headcount Reduction</u> FISA currently has no plans to hire 2 vacant positions: 1 Procurement Analyst and 1 Clerical Associate.	(2) C	--	--	--	--	--
Total Agency: Citywide Savings Program	(2) C	(1,057)	(1,120)	(1,120)	(1,120)	(1,120)

AGENCY FIVE YEAR SUMMARY

Office of Payroll Administration

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Dollars</u>	<i>(City Funds in 000's)</i>				
Baseline Per November 2016 Plan	\$16,246	\$17,525	\$17,526	\$17,526	\$17,526
Citywide Savings Program	(164)	(177)	(177)	(177)	(177)
Expenditure Increases / Re-estimates	-	-	-	-	-
January 2017 Financial Plan	<u><u>\$16,082</u></u>	<u><u>\$17,348</u></u>	<u><u>\$17,349</u></u>	<u><u>\$17,349</u></u>	<u><u>\$17,349</u></u>
<u>Headcount</u>	<i>(City Funded)</i>				
Baseline Per November 2016 Plan	183	183	183	183	183
Citywide Savings Program	(4)	(4)	-	-	-
January 2017 Financial Plan	<u><u>179</u></u>	<u><u>179</u></u>	<u><u>183</u></u>	<u><u>183</u></u>	<u><u>183</u></u>

C = Civilian, P = Pedagogical, U = Uniform

Citywide Savings Program

Office of Payroll Administration

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<p><u>OPA PS SAVINGS</u> OPA and FISA employees with similar responsibilities have been grouped together across agency lines, resulting in less overtime and increased cooperation, communication, and efficiency.</p>		(164)	(177)	(177)	(177)	(177)
<p><u>Headcount Reduction</u> OPA currently has no plans to hire 4 vacant positions.</p>	(4) C	--	--	--	--	--
Total Agency: Citywide Savings Program	(4) C	(164)	(177)	(177)	(177)	(177)

AGENCY FIVE YEAR SUMMARY

Independent Budget Office

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Dollars</u>	<i>(City Funds in 000's)</i>				
Baseline Per November 2016 Plan	\$6,043	\$6,896	\$6,565	\$6,565	\$5,053
Expenditure Increases / Re-estimates	83	106	106	105	105
January 2017 Financial Plan	<u><u>\$6,126</u></u>	<u><u>\$7,002</u></u>	<u><u>\$6,671</u></u>	<u><u>\$6,670</u></u>	<u><u>\$5,158</u></u>
<u>Headcount</u>					
Baseline Per November 2016 Plan	38	38	38	38	38
January 2017 Financial Plan	<u><u>38</u></u>	<u><u>38</u></u>	<u><u>38</u></u>	<u><u>38</u></u>	<u><u>38</u></u>

C = Civilian, P = Pedagogical, U = Uniform

Expenditure Increases/Re-estimates

Independent Budget Office

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<p><u>Mandated Adjustment</u></p> <p>Adjustment required to comply with Charter and State mandates that the budget of the Independent Budget Office must be 12.5% of that of the Office of Management and Budget.</p>		83	106	106	105	105
Total Agency: Expenditure Increases/Re-estimates		83	106	106	105	105

AGENCY FIVE YEAR SUMMARY

Equal Employ Practices Comm

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Dollars</u>	<i>(City Funds in 000's)</i>				
Baseline Per November 2016 Plan	\$1,082	\$1,090	\$1,090	\$1,090	\$1,090
Expenditure Increases / Re-estimates	43	42	42	42	42
January 2017 Financial Plan	<u>\$1,125</u>	<u>\$1,132</u>	<u>\$1,132</u>	<u>\$1,132</u>	<u>\$1,132</u>
<u>Headcount</u>					
Baseline Per November 2016 Plan	12	12	12	12	12
January 2017 Financial Plan	<u>12</u>	<u>12</u>	<u>12</u>	<u>12</u>	<u>12</u>

C = Civilian, P = Pedagogical, U = Uniform

Expenditure Increases/Re-estimates

Equal Employ Practices Comm

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>New Hire Training</u> Training on EEO laws, investigations, complaint procedures, and utilization analysis to receive EEO Certification.		9	--	--	--	--
<u>VOIP Telecom Services</u> Additional funds for telephone and communications services.		2	2	2	2	2
<u>PS Enhancement</u> Additional funding to address a personal services shortfall.		32	40	40	40	40
Total Agency: Expenditure Increases/Re-estimates		43	42	42	42	42

AGENCY FIVE YEAR SUMMARY

Landmarks Preservation Comm.

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Dollars</u>	<i>(City Funds in 000's)</i>				
Baseline Per November 2016 Plan	\$5,720	\$5,552	\$5,562	\$5,562	\$5,562
Expenditure Increases / Re-estimates	(240)	200	-	(10)	10
January 2017 Financial Plan	<u>\$5,480</u>	<u>\$5,752</u>	<u>\$5,562</u>	<u>\$5,552</u>	<u>\$5,572</u>
<u>Headcount</u>					
Baseline Per November 2016 Plan	68	68	68	68	68
January 2017 Financial Plan	<u>68</u>	<u>68</u>	<u>68</u>	<u>68</u>	<u>68</u>

C = Civilian, P = Pedagogical, U = Uniform

Expenditure Increases/Re-estimates

Landmarks Preservation Comm.

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<p><u>Funding Roll</u></p> <p>Roll of existing funding associated with LPC's move to 253 Broadway, which will now happen in FY 2018.</p>		(240)	200	--	(10)	10
Total Agency: Expenditure Increases/Re-estimates		(240)	200	--	(10)	10

AGENCY FIVE YEAR SUMMARY

NYC Taxi and Limousine Comm

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Dollars</u>	<i>(City Funds in 000's)</i>				
Baseline Per November 2016 Plan	\$70,685	\$58,402	\$58,286	\$51,278	\$51,278
Citywide Savings Program	(95)	(195)	(228)	(228)	(228)
Expenditure Increases / Re-estimates	-	-	-	-	-
January 2017 Financial Plan	<u><u>\$70,590</u></u>	<u><u>\$58,207</u></u>	<u><u>\$58,058</u></u>	<u><u>\$51,050</u></u>	<u><u>\$51,050</u></u>
<u>Headcount</u>					
Baseline Per November 2016 Plan	700	690	690	690	690
January 2017 Financial Plan	<u><u>700</u></u>	<u><u>690</u></u>	<u><u>690</u></u>	<u><u>690</u></u>	<u><u>690</u></u>

C = Civilian, P = Pedagogical, U = Uniform

Citywide Savings Program

NYC Taxi and Limousine Comm

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<p><u>Savings from In-house Mailings</u></p> <p>TLC is performing operator renewal mailings in-house with existing employees and equipment, eliminating outsourcing costs and incurring no regular additional costs.</p>		(75)	(75)	(75)	(75)	(75)
<p><u>Fingerprinting Services Savings</u></p> <p>In July 2016, TLC engaged a contractor to provide fingerprinting services, achieving savings on equipment and maintenance costs. The vendor provides more locations and more flexible hours, enhancing service to licensees.</p>		(20)	(20)	(20)	(20)	(20)
<p><u>Lower IT System Maintenance</u></p> <p>TLC's Automated Inspection System (AIS) upgrade has resulted in lower IT system maintenance costs.</p>		--	(100)	(133)	(133)	(133)
Total Agency: Citywide Savings Program		(95)	(195)	(228)	(228)	(228)

AGENCY FIVE YEAR SUMMARY

Commission on Human Rights

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Dollars</u>	<i>(City Funds in 000's)</i>				
Baseline Per November 2016 Plan	\$11,749	\$11,043	\$11,044	\$11,044	\$11,044
Expenditure Increases / Re-estimates	350	400	400	400	400
January 2017 Financial Plan	<u><u>\$12,099</u></u>	<u><u>\$11,443</u></u>	<u><u>\$11,444</u></u>	<u><u>\$11,444</u></u>	<u><u>\$11,444</u></u>
<u>Headcount</u>	<i>(City Funded)</i>				
Baseline Per November 2016 Plan	122	122	122	122	122
Expenditure Increases / Re-estimates	8	8	8	8	8
January 2017 Financial Plan	<u><u>130</u></u>	<u><u>130</u></u>	<u><u>130</u></u>	<u><u>130</u></u>	<u><u>130</u></u>

C = Civilian, P = Pedagogical, U = Uniform

Expenditure Increases/Re-estimates

Commission on Human Rights

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<p><u>Immigration and Human Rights Hotline Call Takers</u> Eight call takers for the immigration and human rights hotline.</p>	8 C	350	400	400	400	400
Total Agency: Expenditure Increases/Re-estimates	8 C	350	400	400	400	400

AGENCY FIVE YEAR SUMMARY

Community Boards - All

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Dollars</u>	<i>(City Funds in 000's)</i>				
Baseline Per November 2016 Plan	\$17,784	\$17,330	\$17,330	\$17,330	\$17,330
Expenditure Increases / Re-estimates	32	-	-	-	-
January 2017 Financial Plan	<u>\$17,816</u>	<u>\$17,330</u>	<u>\$17,330</u>	<u>\$17,330</u>	<u>\$17,330</u>
<u>Headcount</u>					
Baseline Per November 2016 Plan	155	155	155	155	155
January 2017 Financial Plan	<u>155</u>	<u>155</u>	<u>155</u>	<u>155</u>	<u>155</u>

C = Civilian, P = Pedagogical, U = Uniform

Expenditure Increases/Re-estimates

Community Boards - All

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Lease Adjustment</u> Lease Adjustment		32	--	--	--	--
Total Agency: Expenditure Increases/Re-estimates		32	--	--	--	--

AGENCY FIVE YEAR SUMMARY

Department of Probation

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Dollars</u>	<i>(City Funds in 000's)</i>				
Baseline Per November 2016 Plan	\$79,514	\$78,698	\$78,716	\$78,781	\$78,781
Citywide Savings Program	(397)	-	-	-	-
Expenditure Increases / Re-estimates	(1,198)	727	829	829	829
January 2017 Financial Plan	<u><u>\$77,919</u></u>	<u><u>\$79,425</u></u>	<u><u>\$79,545</u></u>	<u><u>\$79,610</u></u>	<u><u>\$79,610</u></u>
<u>Headcount</u>	<i>(City Funded)</i>				
Baseline Per November 2016 Plan	759	759	759	759	759
Expenditure Increases / Re-estimates	22	2	2	2	2
January 2017 Financial Plan	<u><u>781</u></u>	<u><u>761</u></u>	<u><u>761</u></u>	<u><u>761</u></u>	<u><u>761</u></u>

C = Civilian, P = Pedagogical, U = Uniform

Citywide Savings Program

Department of Probation

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<p><u>Hiring Plan Adjustment</u> Hiring plan adjustment.</p>		(397)	--	--	--	--
Total Agency: Citywide Savings Program		(397)	--	--	--	--

Expenditure Increases/Re-estimates

Department of Probation

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Credible Messenger Institute</u> Additional mentoring hours and structured training and support for the credible messenger program.	2 C	230	1,130	1,130	1,130	1,130
<u>Next STEPS Contract Increase</u> Increase programming sites and the hours of the project coordinators for the Next STEPS (Striving Toward Engagement and Peaceful Solutions) mentoring program.		660	660	660	660	660
<u>CEO Funding Adjustment</u> CEO funding adjustment.		(121)	(1,063)	(961)	(961)	(961)
<u>STSJP Funding Transfer</u> A citywide net-zero funding transfer with the Administration for Children's Services for the Supervision and Treatment for Juveniles Program (STSJP).		(1,967)	--	--	--	--
Total Agency: Expenditure Increases/Re-estimates	2 C	(1,198)	727	829	829	829

AGENCY FIVE YEAR SUMMARY

Office of Administrative Trials & Hearings

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Dollars</u>	<i>(City Funds in 000's)</i>				
Baseline Per November 2016 Plan	\$40,684	\$44,296	\$44,710	\$44,710	\$44,710
Expenditure Increases / Re-estimates	1,320	100	100	100	100
January 2017 Financial Plan	<u><u>\$42,004</u></u>	<u><u>\$44,396</u></u>	<u><u>\$44,810</u></u>	<u><u>\$44,810</u></u>	<u><u>\$44,810</u></u>
<u>Headcount</u>	<i>(City Funded)</i>				
Baseline Per November 2016 Plan	285	285	285	285	285
Expenditure Increases / Re-estimates	1	1	1	1	1
January 2017 Financial Plan	<u><u>286</u></u>	<u><u>286</u></u>	<u><u>286</u></u>	<u><u>286</u></u>	<u><u>286</u></u>

C = Civilian, P = Pedagogical, U = Uniform

Expenditure Increases/Re-estimates

Office of Administrative Trials & Hearings

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<p><u>CJRA Implementation</u></p> <p>The recently enacted Criminal Justice Reform Act (CJRA) has reclassified certain criminal law misdemeanors and violations, and has added the option of administrative/civil law adjudication. New York City Police Officers will be able to write summonses for these violations that are adjudicated at the Office of Administrative Trials and Hearings (OATH) instead of the Criminal Courts. As a result, OATH expects 48,300 additional respondents to appear for hearings at their borough offices. For summonses adjudicated at OATH, respondents must be provided the opportunity to perform community service in lieu of payment of the civil service penalty if found in violation.</p> <p>To implement the CJRA and comply with the mandated reporting requirements, funding is needed for furniture, office supplies, equipment rentals, training, postage, and printing services.</p>		307	--	--	--	--
<p><u>Criminal Justice Reform Security</u></p> <p>The recently enacted Criminal Justice Reform Act (CJRA) has reclassified certain criminal law misdemeanors and violations, and has added the option of administrative/civil law adjudication. New York City Police Officers will be able to write summonses for these violations that are adjudicated at the Office of Administrative Trials and Hearings (OATH) instead of the Criminal Courts. As a result, OATH expects 48,300 additional respondents to appear for hearings at their borough offices. For summonses adjudicated at OATH, respondents must be provided the opportunity to perform community service in lieu of payment of the civil service penalty if found in violation.</p> <p>To implement the CJRA, funding is needed for contractual armed guards to ensure adequate security guard coverage at all locations.</p>		81	--	--	--	--

Expenditure Increases/Re-estimates

Office of Administrative Trials & Hearings

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<p><u>Brooklyn Extended Hours Pilot</u></p> <p>The recently enacted Criminal Justice Reform Act (CJRA) has reclassified certain criminal law misdemeanors and violations, and has added the option of administrative/civil law adjudication. New York City Police Officers will be able to write summonses for these violations that are adjudicated at the Office of Administrative Trials and Hearings (OATH) instead of the Criminal Courts. As a result, OATH expects 48,300 additional respondents to appear for hearings at their borough offices. For summonses adjudicated at OATH, respondents must be provided the opportunity to perform community service in lieu of payment of the civil service penalty if found in violation.</p> <p>To implement the CJRA, funding is needed to pilot extended business hours at OATH's Downtown Brooklyn location.</p>	3	--	--	--	--	
<p><u>Criminal Justice Reform Facilities Enhancement</u></p> <p>The recently enacted Criminal Justice Reform Act (CJRA) has reclassified certain criminal law misdemeanors and violations, and has added the option of administrative/civil law adjudication. New York City Police Officers will be able to write summonses for these violations that are adjudicated at the Office of Administrative Trials and Hearings (OATH) instead of the Criminal Courts. As a result, OATH expects 48,300 additional respondents to appear for hearings at their borough offices. For summonses adjudicated at OATH, respondents must be provided the opportunity to perform community service in lieu of payment of the civil service penalty if found in violation.</p> <p>To implement the CJRA, funding is needed for facility renovations to accommodate the increased volume of hearings and community service programs.</p>	579	--	--	--	--	

Expenditure Increases/Re-estimates

Office of Administrative Trials & Hearings

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<p><u>CJRA- Community Service Program</u></p> <p>The recently enacted Criminal Justice Reform Act (CJRA) has reclassified certain criminal law misdemeanors and violations, and has added the option of administrative/civil law adjudication. New York City Police Officers will be able to write summonses for these violations that are adjudicated at the Office of Administrative Trials and Hearings (OATH) instead of the Criminal Courts. As a result, OATH expects 48,300 additional respondents to appear for hearings at their borough offices. For summonses adjudicated at OATH, respondents must be provided the opportunity to perform community service in lieu of payment of the civil service penalty if found in violation.</p> <p>To implement the CJRA and comply with the mandated reporting requirements, funding is needed for a Director of Community Service Programs, computer based training, and community service programs.</p>	1 C	350	100	100	100	100
Total Agency: Expenditure Increases/Re-estimates	1 C	1,320	100	100	100	100

AGENCY FIVE YEAR SUMMARY

Business Integrity Commission

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Dollars</u>	<i>(City Funds in 000's)</i>				
Baseline Per November 2016 Plan	\$9,125	\$8,218	\$8,218	\$8,218	\$8,218
Expenditure Increases / Re-estimates	698	244	244	244	244
January 2017 Financial Plan	<u><u>\$9,823</u></u>	<u><u>\$8,462</u></u>	<u><u>\$8,462</u></u>	<u><u>\$8,462</u></u>	<u><u>\$8,462</u></u>
<u>Headcount</u>					
Baseline Per November 2016 Plan	88	88	88	88	88
January 2017 Financial Plan	<u><u>88</u></u>	<u><u>88</u></u>	<u><u>88</u></u>	<u><u>88</u></u>	<u><u>88</u></u>

C = Civilian, P = Pedagogical, U = Uniform

Expenditure Increases/Re-estimates

Business Integrity Commission

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>OTPS Adjustment</u> OTPS for additional heads funded in previous financial plans.		327	244	244	244	244
<u>Renovation Costs</u> Renovation costs.		226	--	--	--	--
<u>Lease Adjustment</u> Lease Adjustment		145	--	--	--	--
Total Agency: Expenditure Increases/Re-estimates		698	244	244	244	244

AGENCY FIVE YEAR SUMMARY

Department of Information Technology and Telecommunication

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Dollars</u>	<i>(City Funds in 000's)</i>				
Baseline Per November 2016 Plan	\$466,248	\$455,737	\$450,002	\$447,904	\$447,904
Citywide Savings Program	(2,478)	(7,064)	(7,064)	(7,064)	(7,064)
Expenditure Increases / Re-estimates	8,763	4,034	1,720	1,725	1,725
January 2017 Financial Plan	<u>\$472,533</u>	<u>\$452,707</u>	<u>\$444,658</u>	<u>\$442,565</u>	<u>\$442,565</u>
<u>Headcount</u>	<i>(City Funded)</i>				
Baseline Per November 2016 Plan	1,732	1,733	1,733	1,732	1,732
Citywide Savings Program	(19)	(19)	(19)	(19)	(19)
Expenditure Increases / Re-estimates	(7)	(7)	(7)	(7)	(7)
January 2017 Financial Plan	<u>1,706</u>	<u>1,707</u>	<u>1,707</u>	<u>1,706</u>	<u>1,706</u>

C = Civilian, P = Pedagogical, U = Uniform

Citywide Savings Program

Department of Information Technology and Telecommunication

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<p><u>Application Development Management OTPS Reduction</u></p> <p>This is an across the board reduction to the Application Development Management (ADM) Division's Other Than Personal Services Budget.</p>		--	(639)	(639)	(639)	(639)
<p><u>DoITT Other Than Personal Services Budget Savings</u></p> <p>The Department of Information Technology and Telecommunications (DoITT) will reduce the general Other Than Personal Services budget. This is an across-the-board cut of surplus funds that have been identified by DoITT.</p>		(1,379)	(3,883)	(3,883)	(3,883)	(3,883)
<p><u>MODA Personal Services Savings</u></p> <p>DoITT will reduce the salary level for the vacant Manager of External Affairs position in the Mayor's Office of Data Analytics (MODA).</p>		--	(20)	(20)	(20)	(20)
<p><u>MOME's Incentive Program Savings</u></p> <p>The Mayor's Office of Media and Entertainment (MOME) will achieve savings by reducing the cost of programs associated with the Incentive Fund.</p>		(269)	(480)	(480)	(480)	(480)
<p><u>Hiring Plan Adjustment</u></p> <p>Hiring plan adjustment.</p>		(830)	--	--	--	--
<p><u>Headcount Realignment</u></p> <p>Headcount realignment of vacant positions to be consistent with DoITT's current staffing plan.</p>	(19) C	--	--	--	--	--
<p><u>Decommissioning and Contract Renewal Efficiencies</u></p> <p>The Department of Information Technology and Telecommunications (DoITT) has identified several initiatives to reduce agency costs by decommissioning hardware/equipment that is at or approaching the end of its usable life; renewing contracts at more favorable terms for the City; and ending contracts for redundant services or services that are being insured.</p>		--	(2,042)	(2,042)	(2,042)	(2,042)
Total Agency: Citywide Savings Program	(19) C	(2,478)	(7,064)	(7,064)	(7,064)	(7,064)

Expenditure Increases/Re-estimates

Department of Information Technology and Telecommunication

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Expense Portion of Previously Approved Capital Projects</u>		1,953	4,864	2,550	2,555	2,555
DoITT requires funding for the expense costs associated with previously approved capital projects. These project expenses include training materials and monthly warranty reports, professional services, and end-user and web-based training costs.						
<u>Multi-Agency IT Security Risk Assessment</u>		4,500	--	--	--	--
DoITT will fund a multi-agency IT security risk and Advanced Persistent Threat (APT) assessment for ten (10) City agencies.						
<u>HIPAA Security Risk Analysis</u>		2,300	--	--	--	--
DoITT requires funding for a multi-agency HIPAA Risk Analysis. This analysis entails identifying and implementing safeguards that comply with and carry out the standards and specifications in the Security Rule of HIPAA.						
<u>PASSPort Staff Transfer to MOCS</u>	(7) C	--	(830)	(830)	(830)	(830)
This initiative is net-zero citywide. Transfers procurement innovation project staff from DoITT to MOCS.						
<u>Correction of City Council Allocation to MOME</u>		10	--	--	--	--
Funding is required to correct for an erroneous allocation of City Council discretionary funds. The Mayor's Office of Media and Entertainment (MOME) received the items during the Adopted Plan but the amounts were allocated under the Department of Youth and Community Development (DYCD) mistakenly.						
Total Agency: Expenditure Increases/Re-estimates	(7) C	8,763	4,034	1,720	1,725	1,725

AGENCY FIVE YEAR SUMMARY

Department of Records and Information Services

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Dollars</u>	<i>(City Funds in 000's)</i>				
Baseline Per November 2016 Plan	\$7,322	\$6,560	\$6,562	\$6,562	\$6,562
Citywide Savings Program	(37)	(98)	(98)	(98)	(98)
Less Citywide Savings Program (Revenue)	37	98	98	98	98
Expenditure Increases / Re-estimates	197	450	450	450	450
January 2017 Financial Plan	<u><u>\$7,519</u></u>	<u><u>\$7,010</u></u>	<u><u>\$7,012</u></u>	<u><u>\$7,012</u></u>	<u><u>\$7,012</u></u>
<u>Headcount</u>	<i>(City Funded)</i>				
Baseline Per November 2016 Plan	51	51	51	51	51
Expenditure Increases / Re-estimates	8	8	8	8	8
January 2017 Financial Plan	<u><u>59</u></u>	<u><u>59</u></u>	<u><u>59</u></u>	<u><u>59</u></u>	<u><u>59</u></u>

C = Civilian, P = Pedagogical, U = Uniform

Citywide Savings Program

Department of Records and Information Services

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<p><u>Revenue from Additional Marriage Records</u></p> <p>The Department of Records will add 1.7 million marriage records to its collection of vital records. These additional records, used in family history research, will generate revenue through increased document search and copy fees.</p>		(37)	(98)	(98)	(98)	(98)
Total Agency: Citywide Savings Program		(37)	(98)	(98)	(98)	(98)

Expenditure Increases/Re-estimates

Department of Records and Information Services

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<p><u>Warehouse Equipment</u></p> <p>The Department of Records and Information Services will purchase rolling safety ladders, slim line ladders, and LED bulbs for two (2) warehouses managed by the agency.</p>		37	--	--	--	--
<p><u>Insourcing of Record Scanning</u></p> <p>The Department of Records and Information Services will hire eight (8) positions and purchase one-time equipment to scan and index historical records. The agency currently contracts with vendors to procure these services.</p>	8 C	160	450	450	450	450
Total Agency: Expenditure Increases/Re-estimates	8 C	197	450	450	450	450

AGENCY FIVE YEAR SUMMARY

Department of Consumer Affairs

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Dollars</u>	<i>(City Funds in 000's)</i>				
Baseline Per November 2016 Plan	\$36,112	\$37,038	\$36,957	\$36,957	\$36,957
Citywide Savings Program	(100)	-	-	-	-
Expenditure Increases / Re-estimates	-	-	-	-	-
January 2017 Financial Plan	<u>\$36,012</u>	<u>\$37,038</u>	<u>\$36,957</u>	<u>\$36,957</u>	<u>\$36,957</u>
<u>Headcount</u>					
Baseline Per November 2016 Plan	417	416	416	416	416
January 2017 Financial Plan	<u>417</u>	<u>416</u>	<u>416</u>	<u>416</u>	<u>416</u>

C = Civilian, P = Pedagogical, U = Uniform

Citywide Savings Program

Department of Consumer Affairs

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<p><u>Hiring Plan Adjustment</u> Hiring plan adjustment.</p>		(100)	--	--	--	--
Total Agency: Citywide Savings Program		(100)	--	--	--	--

AGENCY FIVE YEAR SUMMARY

Citywide Savings Initiatives

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<u>Dollars</u>	<i>(City Funds in 000's)</i>				
Baseline Per November 2016 Plan	\$-	(\$12,000)	(\$16,000)	(\$16,000)	(\$13,000)
Citywide Savings Program	-	(18,700)	(26,000)	(31,000)	(31,000)
January 2017 Financial Plan	<u>\$-</u>	<u>(\$30,700)</u>	<u>(\$42,000)</u>	<u>(\$47,000)</u>	<u>(\$44,000)</u>

C = Civilian, P = Pedagogical, U = Uniform

Citywide Savings Program

Citywide Savings Initiatives

Description	City Personnel As of 6/30/18	(City Funds in 000's)				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<p><u>Reverse Auctions</u></p> <p>This program will allow vendors to compete for the low bid on city purchases of bulk goods such as salt and chemicals.</p>		--	(1,700)	(5,000)	(10,000)	(10,000)
<p><u>Skilled Trades OT</u></p> <p>This initiative will place a cap on overtime use by skilled trades. Titles assigned to a fixed post are excluded.</p>		--	(10,000)	(10,000)	(10,000)	(10,000)
<p><u>Space Management</u></p> <p>The City will undertake a more stringent review process for all present and future space requests, matching needs with existing space as well as exploring less costly options.</p>		--	(3,000)	(3,000)	(3,000)	(3,000)
<p><u>Overtime Savings - Civilian</u></p> <p>The citywide civilian overtime cap will be more stringently enforced, including an additional level of central budget review for all waiver requests.</p>		--	(4,000)	(8,000)	(8,000)	(8,000)
Total Agency: Citywide Savings Program		--	(18,700)	(26,000)	(31,000)	(31,000)