

**The City of New York**

**Bill de Blasio, Mayor**

# **January 2016 Financial Plan Detail**

**Fiscal Years 2016–2020**

**Office of Management and Budget  
Dean Fuleihan, Director**

*January 2016*

---

# January 2016 Financial Plan Detail

Fiscal Years 2016—2020

The Financial Plan .....	1
Economic and Tax Revenue Forecast	
Overview .....	3
The U.S. Economy .....	5
The New York City Economy .....	10
Tax Revenue Forecast .....	15
Sandy Recovery .....	25
Capital Program .....	27
Financing Program.....	33
Supplemental Information	
Expenditure Assumptions .....	43
Financial Plan Tables .....	48
Expense Program	
Citywide Savings Program.....	E-i
Agency Five Year Summary	
Police Department.....	E-1
Fire Department .....	E-5
Department of Correction .....	E-9
Department of Sanitation .....	E-12
Administration for Children's Services .....	E-17
Department of Social Services.....	E-20
Department of Homeless Services .....	E-25
Department of Youth & Community Development.....	E-29
Department of Health & Mental Hygiene.....	E-32
Housing Preservation and Development.....	E-38
Department of Finance.....	E-41
Department of Transportation.....	E-46
Department of Parks and Recreation .....	E-50
New York Research Library .....	E-54
New York Public Library .....	E-56
Brooklyn Public Library .....	E-58
Queens Public Library .....	E-60
Department of Cultural Affairs .....	E-62
Department of Citywide Administrative Services .....	E-64
Department of Education .....	E-71
City University.....	E-79
Health and Hospitals Corporation.....	E-83
Department for the Aging .....	E-85
Department of Small Business Services .....	E-88
Department of Buildings.....	E-92
Department of Environmental Protection .....	E-94
Debt Service.....	E-98

---

## THE FINANCIAL PLAN

The Fiscal Year 2017 Preliminary Expense Budget is \$82.1 billion. This is the thirty-seventh 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 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b>REVENUES</b>					
Taxes					
General Property Tax	\$22,556	\$23,873	\$25,145	\$26,474	\$27,722
Other Taxes	29,804	30,465	31,397	32,489	33,667
Tax Audit Revenue	995	714	714	714	714
<b>Subtotal: Taxes</b>	<b>\$53,355</b>	<b>\$55,052</b>	<b>\$57,256</b>	<b>\$59,677</b>	<b>\$62,103</b>
Miscellaneous Revenues	6,917	6,621	6,677	6,790	6,892
Unrestricted Intergovernmental Aid	4	—	—	—	—
Less: Intra-City Revenue	(2,001)	(1,778)	(1,787)	(1,781)	(1,787)
Disallowances Against Categorical Grants	(15)	(15)	(15)	(15)	(15)
<b>Subtotal: City Funds</b>	<b>\$58,260</b>	<b>\$59,880</b>	<b>\$62,131</b>	<b>\$64,671</b>	<b>\$67,193</b>
Other Categorical Grants	763	823	828	825	821
Inter-Fund Revenues	606	632	573	573	572
Federal Categorical Grants	8,664	7,211	6,770	6,566	6,558
State Categorical Grants	13,416	13,566	13,979	14,341	14,624
<b>Total Revenues</b>	<b>\$81,709</b>	<b>\$82,112</b>	<b>\$84,281</b>	<b>\$86,976</b>	<b>\$89,768</b>
<b>EXPENDITURES</b>					
Personal Service					
Salaries and Wages	\$25,601	\$25,847	\$27,159	\$28,756	\$29,298
Pensions	9,343	9,399	9,554	9,734	10,107
Fringe Benefits	9,318	9,837	10,398	11,194	11,983
<b>Subtotal: Personal Service</b>	<b>\$44,262</b>	<b>\$45,083</b>	<b>\$47,111</b>	<b>\$49,684</b>	<b>\$51,388</b>
Other Than Personal Service					
Medical Assistance	6,078	6,220	6,220	6,220	6,220
Public Assistance	1,481	1,502	1,513	1,524	1,535
All Other	26,811	25,162	25,330	25,588	25,930
<b>Subtotal: Other Than Personal Service</b>	<b>\$34,370</b>	<b>\$32,884</b>	<b>\$33,063</b>	<b>\$33,332</b>	<b>\$33,685</b>
Debt Service <sup>1, 2, 3</sup>	6,110	6,718	7,173	7,678	8,223
Debt Defeasances <sup>1</sup>	(103)	—	—	—	—
FY 2015 Budget Stabilization <sup>2</sup>	(3,524)	—	—	—	—
FY 2016 Budget Stabilization <sup>3</sup>	2,295	(2,295)	—	—	—
Capital Stabilization Reserve	—	500	—	—	—
General Reserve	300	1,000	1,000	1,000	1,000
<b>Subtotal</b>	<b>\$83,710</b>	<b>\$83,890</b>	<b>\$88,347</b>	<b>\$91,694</b>	<b>\$94,296</b>
Less: Intra-City Expenses	(2,001)	(1,778)	(1,787)	(1,781)	(1,787)
<b>Total Expenditures</b>	<b>\$81,709</b>	<b>\$82,112</b>	<b>\$86,560</b>	<b>\$89,913</b>	<b>\$92,509</b>
<b>Gap To Be Closed</b>	<b>\$—</b>	<b>\$—</b>	<b>(\$2,279)</b>	<b>(\$2,937)</b>	<b>(\$2,741)</b>

1. Includes Debt Defeasances of TFA in Fiscal Year 2013 of \$196 million impacting Fiscal Year 2014 through Fiscal Year 2016.

2. Fiscal Year 2015 Budget Stabilization totals \$3.601 billion, including GO of \$1.976 billion, TFA-PIT of \$1.501 billion, TFA-BARBs of \$77 million, and net equity contribution in bond refunding of \$47 million.

3. Fiscal Year 2016 Budget Stabilization totals \$2.295 billion, including GO of \$960 million and TFA-PIT of \$1.335 billion.

## ECONOMIC AND TAX REVENUE FORECAST

### Economic Overview

With only modest growth projected for 2015, the U.S. economy has endured the longest period of subpar growth in the post-war period. However, the performance of many key aspects of the economy has been encouraging. The U.S. labor market continues to show strength as job growth accelerated in 2015 to the fastest pace since the tech boom. The trend was partly supported by federal employment, which appears to have turned the corner in 2015 after four years of contraction. Meager wage growth continues to be problematic, but with the unemployment rate now at five percent and tracking lower next year, wages are expected to strengthen. The housing market has bounced back from a slump in 2014, with robust activity in housing starts and new home sales. Moreover, low energy prices have pushed auto sales to an all-time high. All of these factors have supported steady consumption spending, which has been the backbone of the recovery so far.

The recent budget deal in Washington will mitigate a source of economic drag by relaxing spending caps and reducing fiscal policy uncertainty over the next two years. The recently signed bills raise the debt ceiling and fund the federal government through 2017. This should help encourage business spending, which has been a perennial soft spot in the recovery. Year-to-date through November 2015, orders for core capital goods shrank mainly due to weakness in energy and export-oriented industries. It is expected that these pressures will weaken as the dollar's appreciation ends in 2016 and energy prices start to climb.

Equity markets ended 2015 down for the year and the high-yield bond market suffered losses due to the frail energy sector. Despite these difficulties, there were also positive signs in financial markets. After contracting for five years, trading volume on the NYSE bottomed out in 2014 and grew robustly in 2015. Bond markets also saw increases of trading volumes and new bond issuance following multi-year slumps. Third quarter 2015 profits on Wall Street were up almost eight percent year-over-year, but the performance was due to tighter controls on expenses in the face of slow revenue growth. Most banks reported difficulty in their fixed income, currency and commodities business, which has led to job cuts at a number of banks.

The New York City Economy continues to expand at a strong pace. Job growth is poised to exceed the two percent threshold for a fifth consecutive year with an expected addition of 99,000 jobs in 2015. The labor market is expected to cool slightly relative to the past five years and grow at a moderate pace in the near-term. Strong employment gains and a tighter labor market are expected to translate into solid wage growth through the forecast period, especially in non-finance industries.

Employment growth has also been a contributing factor to the robust performance in the commercial and residential real estate markets. The gains in 2015 resulted in year-end office vacancy rates of 9.2 percent and asking rents up 4.2 percent. Vacancy rates and rents are projected to maintain their current paths through 2016; however, additions to inventory beginning in 2017 are expected to reverse the contraction in vacancy rates and the growth in rents. Residential transactions have remained elevated through the first three quarters of 2015 and prices have continued to climb. Uncertainty over 421-a legislation led to a jump in permit issuance in 2015. If the bulk of these permits result in completions as expected, the new inventory in the pipeline should help alleviate supply constraints in the market starting in 2017.

## Tax Forecast Summary

New York City is expected to collect \$53.4 billion in tax revenue in fiscal year 2016, growth of 2.7 percent over 2015. Property taxes are forecast to increase 5.8 percent, and non-property taxes exhibit growth of 1.1 percent. The economic recovery is expected to continue in 2017 as total tax revenue is forecast to grow 3.2 percent, resulting in total revenues of \$55.1 billion. Property tax revenue in 2017 is forecast to increase 5.8 percent and non-property tax revenue is expected to increase 2.2 percent.<sup>1</sup>

Property tax revenue is forecast to grow 5.8 percent in 2016 and 5.8 percent in 2017. Property tax revenue is forecast at \$22.6 billion in 2016 and \$23.9 billion in 2017. The steady growth in property tax is supported by growth of 8.1 percent in taxable billable assessed value, an increase of \$15.8 billion on the 2017 tentative roll. The tentative roll is projected to be reduced by \$2.7 billion on the final roll after Tax Commission actions, Department of Finance changes by notice, and the completion of exemption processing. On the tentative roll, Class 1 market values saw a steady increase of 12.3 percent, with an increase in billable assessed value of 3.8 percent. Small Class 2 properties saw market value growth of 7.3 percent while large Class 2 properties saw market value growth of 11.8 percent. Overall, Class 2 market value increased 10.7 percent and billable assessed value grew 10.8 percent. Class 3 properties remain stable in both market and billable assessed values. Class 4 properties grew in market value by 8.7 percent, with an increase in billable assessed value of 8.1 percent.

Non-property tax revenue is expected to grow 1.1 percent in 2016 and 2.2 percent in 2017. Personal income tax revenue totals \$11.0 billion in 2016, an increase of 3.8 percent. Robust employment and wage gains result in withholding revenue growth of nearly five 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. Personal income tax revenue is forecast to grow 0.4 percent in 2017.

Business tax revenue, which includes the general corporation and unincorporated business taxes, is forecast to decrease 1.2 percent in 2016 and is followed by an increase of 4.2 percent in 2017, resulting in \$6.0 billion and \$6.2 billion, respectively. In 2016 as the new corporate tax reform sets in, general corporation tax revenue is forecast to decrease 2.8 percent, stemming from challenges in the financial sector and limited growth in the non-financial sector. Unincorporated business tax gross collections are forecast to grow 2.3 percent, reflecting weak growth in the finance sector offset by moderate growth in non-finance sectors.

Sales tax and hotel tax revenue growth remains stable. Sales tax revenue is expected to reach \$7.1 billion in 2016 and \$7.4 billion in 2017, an average growth of 4.4 percent, reflecting healthy local economic growth and steady tourism activity. Hotel tax revenue is forecast to decrease 1.5 percent to \$548.0 million in 2016 and is expected to remain stable from 2017 through 2020. The forecast reflects continued strength in the tourism industry, although the stronger dollar and a market flooded with inventory are expected to limit growth.

After five consecutive years of double-digit growth, transaction tax revenue (mortgage recording tax and real property transfer tax) is expected to decline 11.1 percent to \$2.6 billion in 2016 and grow 2.5 percent in 2017. The decline in transaction taxes is due to a mild correction in the commercial market from the record pace of the last five years. Growth averages 2.4 percent for the remaining plan period (from 2018 through 2020) as residential activity continues to expand gradually while the commercial market remains flat.

In summary, revenues from non-property taxes will stabilize at \$29.8 billion in 2016. There is a risk that taxes sensitive to the financial sector will remain restrained due to the tightening of monetary policy 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 2.2 percent in 2017 and average annual growth of 3.4 percent from 2018 through 2020. Total tax revenue will grow at just over three percent in 2017 before stabilizing at an annual average growth rate of 4.1 percent from 2018 through 2020.

---

<sup>1</sup> Total non-property taxes exclude audits

## The U.S. Economy

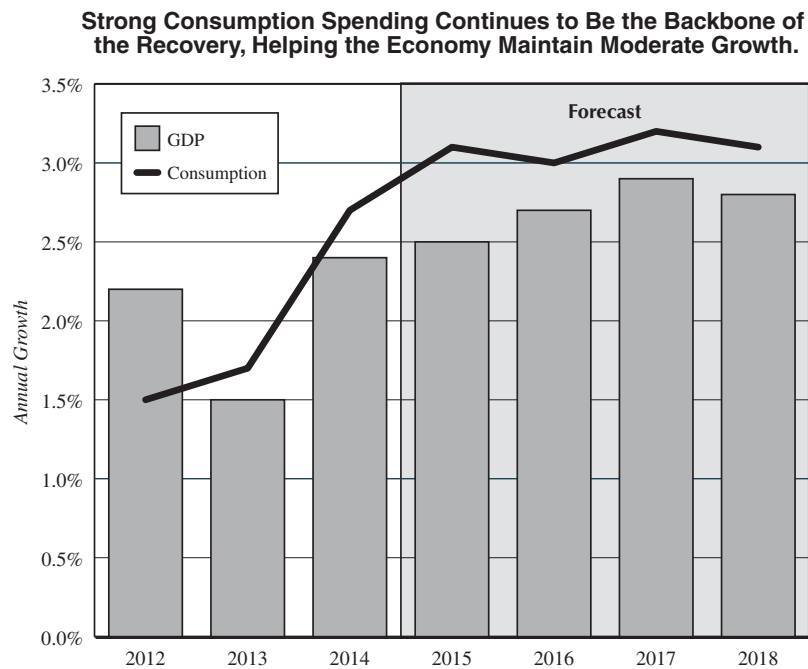
The last time the Fed raised interest rates, the new chairperson, Ben Bernanke, did not envision that the U.S. economy would face such trouble in the subsequent decade. GDP has grown at less than three percent annually from 2006 through 2014, the longest stretch of subpar growth in the post-war period. The most recent data does not offer much to alter the picture. The year started with only 0.6 percent growth (annualized rate) in the first quarter, followed by 3.9 and two percent in the second and third quarters. The Blue Chip consensus for the full year is only 2.5 percent, making 2015 the tenth consecutive year of subdued growth. Looking forward, challenges include further appreciation of the dollar, higher interest rates, and slowing global activity. These factors will restrain U.S. growth to 2.7 percent and 2.9 percent in 2016 and 2017, respectively.

Despite the hazy outlook, there have been several rays of sunshine. The U.S. labor market continues to show resilience, with signs of strengthening wages following a half decade of lackluster growth, the housing market has bounced back from a weak 2014, and energy prices have fallen to lows previously seen in the last recession. All of these factors have helped support steady consumption spending, which has been the backbone of the recovery so far.

Since 2011, annual U.S. non-farm employment growth has averaged 1.7 percent (or 2.3 million new jobs per year), a much faster pace than the 1.4 percent seen in the last expansion. In addition, job

growth has accelerated; in 2015, payrolls expanded by 2.1 percent. One sector that has aided this trend is federal payrolls which finally began to recover in 2015 after contracting over five percent from 2011 through 2014. Correspondingly, the unemployment rate has declined steadily to 5.0 percent by December 2015, down from 5.6 percent a year earlier. Another positive indicator is the number of unemployed per job opening, which continues to plummet. While this measure peaked at nearly seven job seekers per opening at the end of the recession, it has been dropping at double-digit rates (year-over-year) since 2013. In September 2015, it fell to a near-record low of 1.4, near the trough of the housing boom.

Despite these promising signs, not all labor market indicators are so optimistic. After nearly eight years, the number of workers holding full-time positions just passed pre-recession levels in August 2015. In addition, wage growth during this recovery so far has been meagre, with average hourly earnings growing at only two percent per year from 2010 through 2014. Nonetheless, with a tightening labor market, there are emerging signs that wage growth is picking up. Hourly earnings grew at a slightly stronger 2.2 percent pace in 2015. The employment cost index tracking wages and salaries has accelerated from 1.9 percent in 2014 to 2.3 percent through the first three quarters of 2015, and the Atlanta Fed's wage growth tracker has shown median wage growth above three percent for most of 2015, the strongest showing since 2009.

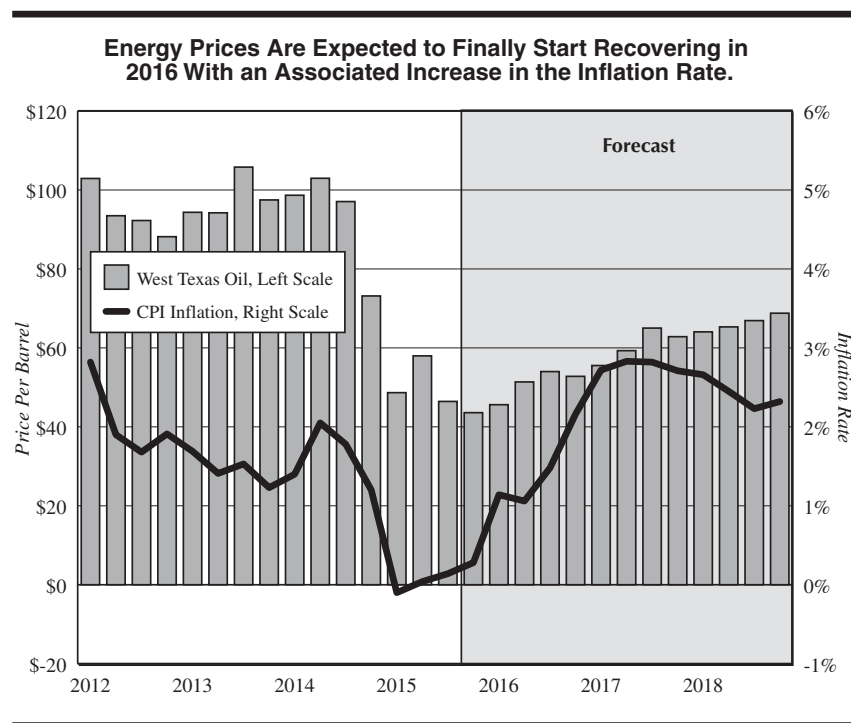


The housing market rebound from a sluggish 2014 was another positive highlight. The annual growth of housing starts weakened from 18.5 percent in 2013 to only 8.5 percent in 2014. Through November 2015, the pace has strengthened, with year-to-date starts growing 11.1 percent compared to the same period last year. Nevertheless, this corresponds to 1.1 million new homes, still only half of the 2.1 million peak set during the housing boom. New home sales have likewise bounced back. Year-to-date through November 2015, transactions for new single-family houses have grown by 13.4 percent, up from only 2.3 percent the year prior. The broader measure of residential fixed investment (which includes single and multifamily structures as well as home improvements) reflects these patterns, plummeting to only 1.8 percent growth in 2014, down from 9.5 percent in 2013. It is projected to have recovered to 8.4 percent in 2015 and to strengthen to 8.9 percent in 2016.

The recent performance notwithstanding, the near-term prospects for rapid housing growth are unclear due to a confluence of factors on the demand side. Homeownership rates have been trending downward since 2004, well before the housing crisis, and recently dropped to levels last seen in the mid-1980's. The factors driving this decline are complex. Demographically, as the age of marriage and childbearing in the U.S. rises, household formation is occurring later in the life-cycle. Likewise, minorities have traditionally been more likely to rent and are becoming a larger share of the population. In addition, the younger cohorts who comprise first-time buyers are more impacted by slow wage growth and rising student debt loads, making it more difficult for them to secure mortgages, which are almost certainly about to get more expensive due to the recent shift in monetary policy.

The halving of energy prices in the second half of 2014 was expected to provide a boost to the economy. However, oil prices made a U-turn, climbing over 30 percent to \$60 per barrel by mid-2015. It appears that this turnaround convinced consumers that the windfall was temporary and much of the dividend was saved or used to pay down debt. The saving rate jumped almost a full percentage point from 4.6 percent in November 2014 to 5.5 percent in November 2015, corresponding to an additional \$70 billion of savings over the period. Since estimates of the annual benefit from lower energy prices were in the \$100 to \$150 billion range, this implies that only a fraction was recycled into new spending. In the second half of 2015, energy prices have again plummeted, with the West Texas Intermediate benchmark dropping to \$36 per barrel by the end of the year. Oil prices are expected to recover in 2016 to an average of \$51 and continue growing to \$61 in 2017.

Whether this second tumble translates into additional spending hinges on how consumers adjust their expectations. If they start to believe that low energy costs will persist, they will likely spend more freely. One sector that has seen an unambiguous boost has been the auto industry. Sales in 2015 reached an all-time record of 17.84 million cars and light trucks (including SUVs, vans and pickups), just surpassing the previous full-year sales record of 17.81 million vehicles set in 2000. Cheaper gasoline is clearly affecting the consumer mix towards less fuel efficient vehicles. In 2015, growth of truck sales rose 12.7





percent, while car sales fell by 2.1 percent. Total miles driven in the United States has also accelerated, jumping from 0.6 percent in 2013 to 1.8 percent in 2014. Through October 2015, this measure increased by 3.4 percent compared to the same ten-month period in 2014.

The boost provided by the labor market, housing, and to a lesser extent cheap energy has helped support steady but unspectacular consumption spending. Real personal consumption expenditures grew at an annualized rate of three percent in the third quarter of 2015. With weak investment and net exports, consumption was responsible for nearly all of the two percent quarterly growth in real GDP, continuing the pattern from 2014 when consumption contributed 1.8 percentage points of the 2.4 percent annual growth rate. Other more timely measures of spending have been weaker, signaling a marginally slower growth rate in the fourth quarter. According to the Bureau of Economic Analysis, consumption spending grew by 2.9 percent in November (year-over-year), down from the 3.4 percent average in the third quarter (the flip side to the higher saving rate). Through the holiday season, retail sales data were mixed. November's monthly increase of 0.4 percent was the largest in four months, but December levels dropped by 0.1 percent. Nonetheless, consumer confidence remains high. In the fourth quarter of 2015, the Conference Board's index was at 96, near cyclical highs. Likewise, the Reuters/University of Michigan's index, despite a mid-summer slump due partly to the financial market turmoil, has recovered some ground in the final months of 2015.

One major impediment that is finally dissipating is the fiscal policy drag that has dogged the national economy since 2010 when the Republicans took control of the House of Representatives. While federal spending normally provides a boost to growth, from 2011 through 2014, it subtracted an average of 0.26 percentage points from annual GDP growth. This was primarily due to the onerous spending caps implemented in 2013 after Congress failed to reach an agreement on deficit reduction. However, Washington finally addressed the constraints with the enactment of the Bipartisan Budget Act of 2015 in November and the passage of spending and appropriations bills in December. This legislation raises the debt ceiling until March 2017 and funds the federal government through September 2017. The spending caps will be lifted by \$50 billion in 2016 and \$30 billion in 2017, evenly divided between defense and domestic programs. While, the anticipated effect of the new spending is a small boost to growth in 2016 and 2017, the most important impact is in the reduction of policy uncertainty over the next two years.

The more stable fiscal path should help to spur business spending, which has been a perennial soft spot in the recovery. Nonresidential fixed investment in the third quarter grew only 2.2 percent (year-over-year), the slowest pace in over two years, dragged down by slumping spending in the energy and manufacturing sectors. The Institute of Supply Management's manufacturing index declined every month in the second half of 2015, dropping below the 50 level in November, indicating a contraction. The export component of the index has been in contractionary territory for most of the year, highlighting the challenges of the strengthening dollar, which appreciated 16 percent in 2015 against major currencies. Durable goods have likewise slumped. Over the first 11 months of 2015, core capital goods (nondefense orders ex aircraft) are down 3.6 percent compared to the same period in 2014 – a stark reversal from the 6.5 percent annual jump in 2014. Only 26 percent of the small firms responding to the National Federation of Independent Business survey in December expect to make a capital expenditure in the near future, down from 29 percent last year. Nevertheless, despite the gloom, there are a number of reasons to expect that business investment will rebound in 2016. Plummeting oil prices are projected to finally recover bringing relief to the energy sector. Furthermore, the dollar's climb is forecast to peak in 2016 and to retreat modestly in 2017. This will help domestic firms currently suffering from increased price pressure from abroad and slumping international demand.

At the Federal Open Market Committee's (FOMC) December meeting, the Fed lifted the federal funds rate (FFR) target range by a quarter-percentage-point to 0.25 to 0.50 percent. It was the first increase since June 2006, ending the era of near-zero interest rates that has persisted for more than seven years. After shuttering its bond buying program (quantitative easing) in the fall of 2014, the interest rate hike was the next logical step towards normalizing monetary policy. However, it took the Fed over a year of deliberation before it finally



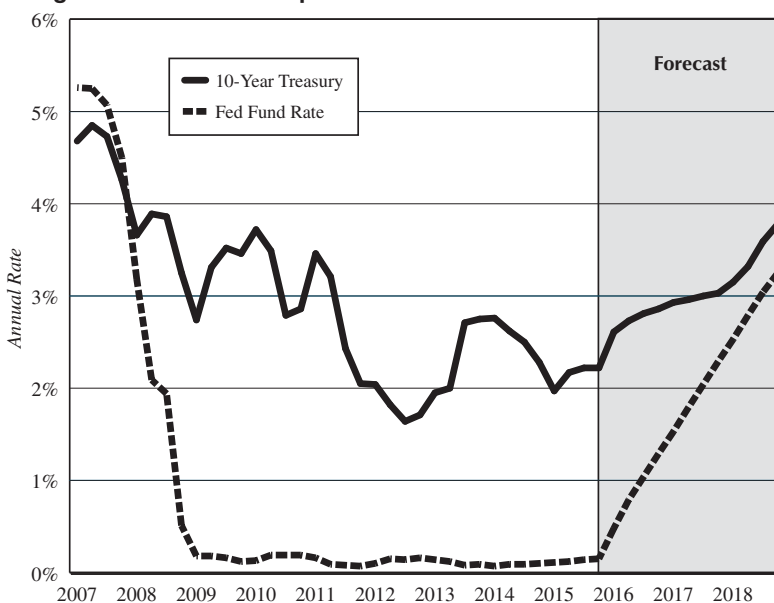
implemented this long-awaited action. The delay was caused by a number of global and domestic concerns, including the weakness in China and other emerging markets and a surprise currency depreciation announced by China’s central bank in August. Domestically, inflation levels continued to run below the two percent long-run objective, suppressed by the low prices of energy and other imported goods. Ultimately, the Fed decided that the positive factors – including the solid housing market recovery, ongoing job gains, and declining unemployment – outweighed the negatives. However, the FOMC expressed that the future policy path will depend on the upcoming economic outlook and emphasized that further increases would likely occur at a gradual pace. The forecast calls for the FFR to advance by approximately 25 basis points every quarter through the end of 2018.

Lifting the FFR target range highlights the divergence of policy paths between the U.S. Fed and other major central banks; the U.S. is tightening while Europe, China and Japan are easing. From 2014 to 2015, the ECB cut its refinancing rate by ten basis points to 0.05 percent, and towards the end of 2015, the European deposit facility rate fell into negative territory. In addition, the ECB’s extended its asset-purchase program, a version of quantitative easing that is injecting 60 billion (\$65.2 billion) into the market every month. Also in 2015, the People’s Bank of China cut its benchmark one-year lending rate five times, lowering rates to 4.35 percent from 5.60 percent. The

Bank of Japan announced the expansion of an asset-purchase program that could scale up to as high as ¥88 trillion (\$745 billion) per annum, in an attempt to stimulate a lethargic economy. One consequence of the decoupling of monetary policy has been a dollar appreciation of over 20 percent since 2014 against a trade-weighted basket of currencies. The increasing strength of the dollar will add further deflationary pressure on import prices and this may in turn affect the Fed’s future FFR path.

Given the historical significance of the Fed’s liftoff, financial markets took the change in monetary regime in stride – a sign that the Fed’s efforts to communicate the policy shift to financial markets was effective. However, that is not to say that markets were well-mannered. The S&P 500 index finished 2015 down 0.7 percent while the Dow lost 2.2 percent, the first full-year declines since 2011 (S&P) and 2008 (Dow). Markets moved sideways until August 19th when the S&P suddenly plunged 10 percent over the next four days in reaction to a global sell-off originating in Shanghai. The dip proved transitory, however. By November, stock prices had clawed back the losses, only to fade again through December. The Chicago Board Options Exchange volatility index (VIX), a gauge of investors’ expectations of volatility in the S&P 500, mirrored the declines. After moving in a tight range around 15 through mid-August, the VIX soared to over 40 as turmoil hit markets around the world. By November, this “fear index” had settled back to 15, only to bounce back to a fourth quarter high of 24 in mid-December, reflecting the uncertainty surrounding the Fed rate hike.

**After Seven Years at the Zero-Lower Bound, the Fed Has Finally Started to Raise Its Short-Term Interest Rate Target. With Continued Growth, Longer Rates Are Also Expected to Rise from Their Current Low Levels.**



The volume of trading on the NYSE appears to be rebounding after suffering through five years of contraction triggered by the housing and financial crash. Trading bottomed out in 2013, at a level 60 percent lower than the peak in 2008. After a marginal increase of 0.5 percent in 2014, the number of shares traded grew by a robust 14 percent in 2015. Surprisingly, the strongest quarter was the third with an increase of 34 percent, perhaps a consequence of broad-based portfolio rebalancing in the face of market turmoil during that period.

Activity in bond markets has also seen an uptick. After contracting from 2011 through 2014, average daily trading volumes of fixed income securities started to grow again in 2015. Monthly average volumes in 2015 strengthened by 0.6 percent over 2014. Interestingly, this aggregate trend is primarily being driven by only two categories: agency mortgage-backed securities and corporate debt. All of the other categories of fixed income securities have seen declines in average monthly trading volumes in 2015.

New bond issuance has also seen a turnaround after declining from 2012 through 2014. However, in 2015, the aggregate value of new bonds sold is up 8.3 percent. The largest gainers in percentage and dollar terms were federal agency debt (largely Freddie Mac and Fannie Mae) and mortgage-related debt. Corporate debt set new issuance records from 2012 through 2014 as firms locked in historically low rates. This trend continued into 2015 as issuance grew by 3.3 percent. The spree, however, may come to an end in 2016 if rates increase quickly in reaction to tighter monetary policy.

Along with the turmoil in global equities, the high-yield (junk) bond market proved troublesome. Not surprisingly, the instability can be traced back to the weakened energy sector, which accounts for about a quarter of all junk bond issuance. As energy prices resumed falling in the second half of 2015, the number of distressed firms multiplied. The Dallas Fed estimated that at least ten U.S. oil and gas companies with \$2 billion of debt filed for bankruptcy in the fourth quarter.

While it is unlikely that the turbulence is the precursor of a credit crunch, the stress on financial markets is likely to result in more risk-averse investors and will potentially show up as weaker performance in the securities industry. Wall Street profits in the third quarter were strong at \$3.2 billion, mainly due to tighter controls on costs and compensation in the face of slow revenue growth. Third quarter revenue grew just 0.6 percent (year-over-year), while total expenses were flat. The biggest component of costs, compensation, actually fell 2.2 percent. Nearly all of the large firms reported third quarter difficulty in the fixed income, currency, and commodities (FICC) sector, which resulted in a 62 percent (year-over-year) drop in third quarter trading revenue across all member firms. Of the large banks, Morgan Stanley reported the largest decline (down 42 percent) in FICC. This weak performance is one reason why Morgan Stanley subsequently announced that it would eliminate about 1,200 jobs from its FICC unit. Other banks, primarily European, have also announced job cuts, including Deutsche Bank, Credit Suisse, Standard Chartered and Barclays.

Through the first three quarters of 2015 NYSE member firms earned profits of \$14.5 billion. The forecast projects fourth quarter profits of \$2.1 billion, resulting in full-year Wall Street profits of \$16.5 billion, up from \$16 billion in 2014. Challenged by weak energy and commodities prices, slow global growth, increasing regulation and feeble equity markets, profits are expected to fall to \$12.4 billion in 2016.

## The New York City Economy

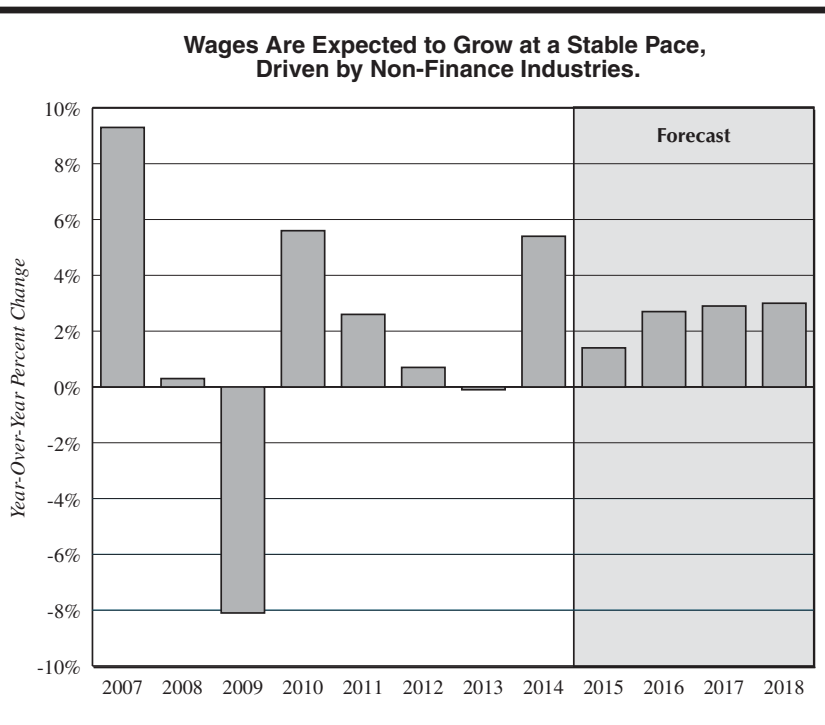
In spite of the turmoil seen in the national and global economies this year, New York City continued to extend its strong record of economic growth and opportunity. Job creation in 2015 has slowed only marginally from last year's record pace. Strength in the labor market combined with other market factors have stimulated growth in the commercial and residential real estate sectors. Despite headwinds in their respective industries, finance and tourism continued to exhibit solid performance. The outlook is for the City's growth to normalize to a more moderate pace consistent with recent history.

In 2015, the City is estimated to have expanded employment by 99,000 jobs, an increase of 2.4 percent. This would mark the fifth consecutive year of employment growth exceeding two percent, surpassing the next longest (four-year) span during the dot-com boom. Employment gains across this period have greatly diminished the slack in the labor market. As of November 2015, the unemployment rate has fallen to 4.8 percent, its lowest point since 2007. With increasing hiring competition due to reduced slack, average wages jumped 5.4 percent in 2014 driven by strong bonuses in the financial sector. However, compensation in finance has fallen, offsetting the strength from the non-finance sector. As a result, overall wages through the first half

of the year have only grown 0.5 percent and are expected to have finished 1.4 percent higher than 2014. Looking ahead, employment growth is expected to slow to a more moderate pace, and overall wages are forecast to grow at approximately three percent, driven by non-finance industries.

Uncertainty in international markets, a slowdown in global growth, low oil prices, and the appreciation of the dollar were all contributing factors to the down year in financial markets. Financial firms are expected to proceed cautiously regarding hiring and pay decisions in the near term as the profit outlook dims. Confidence in the sector was high in early 2015, following three years of double-digit returns in the market. This translated to a brisk pace of hiring through the first half of 2015, but prospects soured in the second half and firms slowed their rate of hiring. Growth has been driven by the securities subsector which has added 8,900 positions year-to-date (through November). However, some firms have already begun to cut back their labor force. Both Credit Suisse and Morgan Stanley filed Worker Adjustment and Retraining Notifications (WARN) with the New York State Department of Labor for job cuts at their New York City operations. Following an addition of 8,000 positions in both 2014 and an estimated 8,000 in 2015, job gains are forecast to slow to 5,000 and 2,000 in 2016 and 2017, respectively.

Finance and insurance wages grew by nearly 11 percent in 2014 but were down approximately one percent through the first half of 2015 from the same prior year period. For the year, wages are estimated to have fallen 0.7 percent. The expected contraction in wages was a result of a three percent decline in the first quarter, when



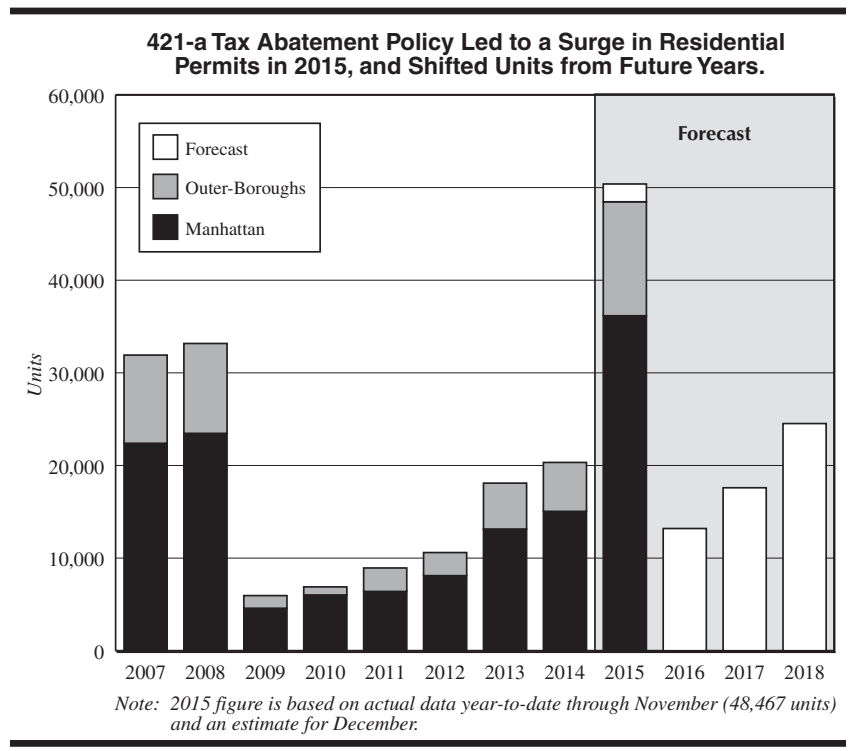
most bonuses are typically paid out. Looking ahead, the path of wages is projected to grow modestly in the near-term as firms are expected to exercise more control over compensation to counter declining revenue.

Although the outlook in the financial industry is growing less optimistic, other areas of the economy continue to drive overall growth. Diversification towards non-finance industries will help create a stronger and less volatile economic base for the City. With the number of unemployed per job opening falling to a near-record low in 2015 at the national level, hiring competition between firms has begun to increase which should lead to higher wage offers. As a result, non-finance wages are estimated to grow by over 3.5 percent beginning in 2016 and remain above that level through the end of the forecast period. One key non-finance industry, the professional and business services sector, has consistently been an engine for high-wage employment growth in the current expansion. From 2011 to 2014, the industry averaged an annual increase of 23,000 positions per year; however, the expansion is expected to have slowed in 2015 with an estimated gain of 20,000. This pace is projected to decelerate to 11,000 and 12,000 new jobs in 2016 and 2017, respectively.

Office-using employment, which encompasses professional & business services, financial activities, and information, serves as an integral component of the City’s job market. In 2014, office-using employment expanded by 41,000, accounting for about 34 percent of private sector job growth up from 27 percent in 2013. Due to this growth, the office market continues to exhibit diminishing vacancy rates and rising asking rents. Office-using employment is projected to have expanded by approximately 31,000 positions in 2015. The increase in demand for office space drove 2015 asking rents 4.1 percent higher (\$76.75) than last year. Likewise, vacancy rates fell by more than one percentage point to 9.2 percent. The current path of vacancy rates and rents is expected to continue into 2016 even as office-using employment growth decelerates. However, increases to asking rents are expected to slow to a snail’s pace – 1.2 percent, in 2017 – and vacancy rates are projected to reverse direction due to a glut of new inventory expected in 2017. Further inventory increases in the out-years will continue to constrain asking rents.

The residential housing market is being supported by consistent job and wage growth citywide and strong demand from abroad. This in turn has spurred sales activity and price growth in a recovering residential real estate market. In 2014, the average price for the overall market grew 12.4 percent to \$889,000, surpassing the prior peak set in 2008 by nine percent. While the condo market saw astounding price growth of 18.2 percent, prices in the co-op and 1-3 family home markets also recorded double-digit increases. The total average price growth is forecast to have fallen to a more modest rate of 3.6 percent in 2015 and is expected to edge up to 4.3 percent in 2016.

Total sales volume changed marginally in 2014 when 50,515 transactions were recorded, a growth of 0.8 percent. The composition of the sales, however, varied significantly. The volume of transactions in the condo market fell 5.8 percent in 2014, but grew 5.2 percent in 1-3 family homes, and 0.7 percent in co-ops. The trend of disproportionate growth



across the three categories has continued through the first three quarters of 2015. The volume of transactions in the 1-3 family homes market grew 3.9 percent from the same three quarter period in 2014, but fell 2.8 percent in co-ops, and 0.8 percent in condos. Additionally, there is disparity across boroughs; year-over-year transactions growth through the first three quarters fell by 3.2 percent in Manhattan but grew 2.2 percent in the outer boroughs.

Sales volume is projected to have grown 0.8 percent in 2015 but will fall 1.7 percent in 2016 as mortgage rates rise due to higher interest rates. The dearth of inventory affordable to lower- and middle-income families continues to be a problem, but the boom in residential development may help to alleviate this issue in upcoming years. Year-to-date through November 2015 permits for over 48,000 residential units were filed, a new record for the City. While the rush to file was due primarily to uncertainty regarding the renewal of the 421-a tax exemption, the forecast anticipates that approximately 60 percent of the developments will hit the market in 2017. Sales volume is estimated to show moderate growth of 4.3 percent. To accommodate for the increased labor needs, the construction industry is expected to add a total of 11,000 jobs from 2015 through 2017.

Three other key sectors of job creation are health and social services, leisure and hospitality, and retail trade. Health services added 25,000 jobs in 2014 and is on pace to have added more than that in 2015. The sector is forecast to decelerate to more modest gains of 12,000 in 2016 and 8,000 in 2017. After adding over 20,000 for the last four years, leisure and hospitality slowed slightly, adding 15,000 through November 2015. Gains are expected to average 9,000 per year over the next two years. Job growth in retail trade continues to be stable, expanding by 10,000 positions in 2014. The industry is expected to have added 11,000 jobs in 2015 and will increase payrolls by 9,000 and 8,000 in 2016 and 2017, respectively.

Expansion in the leisure and hospitality and retail trade sectors can also be attributed to the robust performance of the tourism industry. With its plethora of dining and shopping options, New York City continues to be a top destination for visitors from every corner of the world. The city received 56.5 million visitors in 2014 and is poised to break that record in 2015. Through the year, the hotel industry reported metrics that matched the strength seen in 2014. Approximately 34 million hotel room nights were sold in 2015, up 4.4 percent from the prior year. Global weakness and dollar appreciation, however, are likely to impact future travel plans into the City and slow visitor spending. The hotel occupancy rate finished 2015 at 89 percent but will fall to 82 percent and 81 percent in 2016 and 2017, respectively. Room rates fell to \$291 per night in 2015, and will average \$281 between 2016 and 2017. Despite the challenges, NYC & Co anticipates that international visits to the City will accelerate from a growth of 2.5 percent in 2015 to 4.3 percent by 2018. With its historical charm, eclectic culture, and boundless opportunities, New York will remain an attractive world destination for travelers and entrepreneurs from all walks of life.

## **RISKS TO THE FORECAST**

Risks to the U.S. forecast include a prolonged slump in global growth, the strong dollar, and the plunge in commodity and energy prices. China, Japan, Brazil and Russian as well as the European Union are all suffering from slowing growth. The resulting divergence in monetary policy between the U.S. and other central banks has boosted the dollar's relative value. Further appreciation of the dollar and drop in international demand could continue to impair U.S. export and manufacturing industries. Furthermore, although the Fed successfully raised rates last December without much turmoil, it will have to move carefully in the future since overly aggressive tightening runs the risk of derailing the recovery and upsetting fragile financial markets. While it is unlikely that something like the recent turmoil in the junk-bond markets could trigger a financial crisis, any decline in activity would affect the City through lower profits and wage earnings on Wall Street. Likewise, the strong dollar and weaker global incomes could slow tourism and business travel to NYC and reduce the pace of international investment in local real estate.

**New York City Job Growth Forecast**

	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>NYC Employment (Thousands)</b>	<b>Level</b>	<b>Level Change</b>	<b>Level Change</b>
<b>Total</b>	<b>4,102</b>	<b>99</b>	<b>61</b>
Private	3,557	97	61
Financial Activities	449	9	6
Securities	168	5	3
Professional & Business Services	669	20	11
Information	185	2	3
Education	202	4	2
Health & Social Services	645	26	12
Leisure & Hospitality	407	15	10
Wholesale & Retail Trade	493	11	10
Transportation & Utilities	125	2	—
Construction	128	3	3
Manufacturing	76	-2	—
Other Services	179	7	4
Government	545	3	—

Note: Total may not add up due to rounding.



**Financial Plan Fiscal Year 2017**  
Forecasts of Selected Economic Indicators for the United States and New York City  
Calendar Year 2015-2020

	2015	2016	2017	2018	2019	2020	1979-2014*
<b>NATIONAL ECONOMY</b>							
Real GDP							
Billions of 2009 Dollars.....	\$16,089	\$16,573	\$17,013	\$17,497	\$17,932	\$18,441	
Percent Change .....	2.4	3.0	2.7	2.8	2.5	2.8	2.6%
Non-Agricultural Employment							
Millions of Jobs.....	138.9	141.7	144.1	146.0	147.1	148.5	
Level Change.....	2.5	2.8	2.4	1.9	1.1	1.4	
Percent Change.....	1.8	2.0	1.7	1.3	0.8	0.9	1.2%
Consumer Price Index							
All Urban (1982-84=100).....	236.7	237.5	242.8	248.4	254.6	260.9	
Percent Change .....	1.6	0.3	2.2	2.3	2.5	2.5	3.5%
Wage Rate							
Dollars Per Year.....	53,530	55,044	56,905	59,072	61,497	64,056	
Percent Change.....	2.5	2.8	3.4	3.8	4.1	4.2	4.0%
Personal Income							
Billions of Dollars.....	14,715	15,352	16,120	17,020	17,878	18,800	
Percent Change.....	3.9	4.3	5.0	5.6	5.0	5.2	5.8%
Before-Tax Corporate Profits							
Billions of Dollars.....	2,438	2,572	2,555	2,436	2,401	2,478	
Percent Change.....	9.1	5.5	-0.7	-4.7	-1.4	3.2	6.1%
Unemployment Rate							
Percent .....	6.2	5.6	5.3	5.2	5.2	5.1	6.4% avg
10-Year Treasury Note							
Percent.....	2.5	2.8	3.6	4.2	4.4	4.4	6.8% avg
Federal Funds Rate							
Percent.....	0.1	0.4	1.6	3.3	3.8	3.8	5.5% avg
<b>NEW YORK CITY ECONOMY</b>							
Real Gross City Product**							
Billions of 2009 Dollars.....	\$719.2	\$729.7	\$742.7	\$757.4	\$771.4	\$786.7	
Percent Change.....	3.4	1.5	1.8	2.0	1.9	2.0	2.6%
Non-Agricultural Employment***							
Thousands of Jobs.....	4,058	4,123	4,187	4,247	4,292	4,333	
Level Change.....	91	65	64	60	45	41	
Percent Change .....	2.3	1.6	1.6	1.4	1.1	1.0	0.5%
Consumer Price Index							
All Urban (1982-84=100).....	260.7	263.1	269.2	275.8	283.0	290.2	
Percent Change.....	1.5	0.9	2.3	2.4	2.6	2.6	3.7%
Wage Rate							
Dollars Per Year.....	84,449	86,235	88,512	91,151	94,104	97,241	
Percent Change.....	4.9	2.1	2.6	3.0	3.2	3.3	3.8%
Personal Income							
Billions of Dollars.....	503.7	519.0	539.3	565.0	589.1	613.2	
Percent Change.....	4.6	3.0	3.9	4.8	4.3	4.1	5.7%
<b>NEW YORK CITY REAL ESTATE MARKET</b>							
Manhattan Primary Office Market							
Asking Rental Rate****							
Dollars per Square Feet.....	\$73.66	\$76.68	\$80.60	\$82.86	\$86.30	\$87.61	
Percent Change.....	6.9	4.1	5.1	2.8	4.2	1.5	2.3%
Vacancy Rate****							
Percent.....	11.0	11.5	11.1	11.0	11.1	12.0	10.6% avg

\* Compound annual growth rates for 1979-2014. Compound growth rate for Real Gross City Product covers the period 1980-2014.

\*\* 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 1985-2014 data published by Cushman & Wakefield.

## TAX REVENUE FORECAST<sup>1</sup>

### Real Property Tax

Real property tax revenue is forecast at \$22.556 billion in 2016, growth of 5.8 percent over the prior year. In 2017, real property tax revenue is forecast at \$23.873 billion, growth of 5.8 percent.

Total market value grew by 10.6 percent from the 2016 final roll to the 2017 tentative roll.

The market value growth is primarily driven by a 10.7 percent increase in Class 2 (rental apartments, condominiums and cooperatives) properties. Large Class 2 (more than 10 units) properties saw an increase of 11.8 percent, while small Class 2 (10 units or less) properties saw growth of 7.3 percent. Class 1 (one-to three-family homes) properties saw an increase of 12.3 percent in their market value. Class 4 (office and commercial space) properties saw market value growth of 8.7 percent overall. Class 3 (utilities) properties saw a slight market value increase of 0.8 percent.

Citywide, total billable assessed value on the 2017 tentative roll (after accounting for the veterans' and STAR exemptions) increased by \$15.8 billion over 2016 to \$211.0 billion, growth of 8.1 percent. The 2017 tentative roll is expected to be reduced by \$2.7 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 2017 tentative roll, Class 1 billable assessed value (based on the comparable sales price valuation methodology) increased 3.8 percent over the prior year (after accounting for the veterans' and STAR exemptions). With an estimated tentative-to-final roll reduction of \$64 million, billable assessed value on the final roll (before accounting for the veterans' and STAR exemptions) is expected to grow 3.2 percent, lower than last year's growth of 4.4 percent. Class 1 billable assessed value is forecast to grow at an annual average of 3.6 percent from 2018 through 2020.

On the 2017 tentative roll, overall Class 2 properties saw billable assessed value growth of 10.8 percent (after accounting for the veterans' and STAR exemptions). With an estimated tentative-to-final roll reduction of \$775 million, billable assessed value growth on the final roll (before accounting for the veterans' and STAR exemptions) is expected to be 9.6 percent, higher than last year's growth of 7.7 percent. Class 2 billable assessed value growth is forecast at an annual average of 5.9 percent from 2018 through 2020.

Class 3 (utilities) properties saw billable assessed value growth of 0.5 percent on the 2017 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 4.5 percent. Class 3 billable assessed value growth is forecast at an annual average of 1.3 percent from 2018 through 2020.

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 8.1 percent on the 2017 tentative roll. With an estimated tentative-to-final roll reduction of \$2.4 billion, the billable assessed value growth on the final roll (before accounting for the veterans' and STAR exemptions) is expected to be 5.6 percent, lower than last year's growth of 6.5 percent. Class 4 billable assessed value is forecast to grow at an annual average of 5.6 percent from 2018 through 2020.

Property tax collections are expected to grow at an annual average of 5.1 percent from 2018 through 2020.

---

<sup>1</sup> 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.

## **Commercial Rent Tax**

Commercial rent tax revenue is forecast at \$770.0 million in 2016, growth of 4.8 percent over the prior year. Vacancy rates have been declining steadily since 2010, landing at 8.5 percent for calendar year 2015. Average asking rents grew 5.7 percent to \$71.58 PSF in calendar year 2015 and leasing activity, though slightly weaker than last year, was still higher than historical averages.

In calendar year 2016, commercial office markets are expected to remain steady with asking rents seeing healthy growth of 5.5 percent as both office-using employment and vacancy rates are forecast to improve.

In 2017, commercial rent tax revenue is forecast at \$805.0 million, growth of 4.5 percent. This reflects the continued economic growth in the City as an increase in office-using employment translates to rising demand for office space and an improvement in asking rents.

Commercial rent tax revenue is projected to grow at an annual average of 4.2 percent from 2018 through 2020 as growth in the City's employment is expected to remain positive while the City's economy continues to rebound.

## **Transaction Taxes**

Real property transfer tax revenue is forecast at \$1.569 billion in 2016, a decline of 11.1 percent from the prior year.

Real property transfer tax collections year-to-date through December grew 13.8 percent over the extraordinary levels of the prior year. However, after adjusting for the Stuyvesant town-Peter Cooper Village transaction, the growth rate was 2.9 percent. In 2016, residential transfer tax collections are forecast to decline slightly compared to last year, while the commercial transfer tax collections are forecast to decrease from the high levels seen in 2015.

Activity from large commercial transactions remains strong. Strong office fundamentals and low interest rates have made commercial real estate in New York City a sought-after asset class as investors across the globe search for safe assets with positive yields. Calendar year 2015 closed with several ultra large commercial real property transactions including the Stuyvesant town-Peter Cooper Village sale for \$5.45 billion. The January Plan for commercial transfer tax is \$129.4 million higher than the November Plan. Collections from commercial transactions are forecast to decline 4.3 percent in 2017 and remain flat from 2018 through 2020.

In 2016, residential transfer tax collections are forecast to decline 1.7 percent from the prior year. Although the overall transaction volume is higher than last year, the ultra-luxury residential market (over \$10 million) declined significantly compared to the prior year, with a 15.4 percent decline in transaction activity from January through September in calendar year 2015. Collections from the residential real estate market are expected to return to growth of 11.9 percent in 2017 as new condominiums (many of them in the luxury category) are completed and offered to potential buyers – lifting the average price of the overall residential market. Transaction volume growth in 2017 is forecast to remain at the elevated levels seen in 2016. Revenue from residential transactions is forecast to grow at an annual average rate of 5.7 percent from 2018 through 2020.

Together with a stable demand for commercial properties in New York City and a pipeline of new residential condominiums that are being completed in the out-years, the real property transfer tax revenue is forecast to grow 2.4 percent in 2017 and at an annual average rate of 2.6 percent from 2018 through 2020.

Mortgage recording tax revenue is forecast at \$1.028 billion in 2016, a decline of 11.0 percent from the prior year. The 2016 level is still 34.5 percent below the 2007 peak. The change in mortgage recording tax reflects the plan changes made in the real property transfer tax. Mortgage recording tax collections year-to-date through

December grew 10.8 percent over the prior year. Growth is expected to slow down during the second half of the year as interest rates increase and transaction activity slows. Mortgage recording tax revenue is forecast to grow at 2.6 percent in 2017 and thereafter grow at an annual average rate of 2.1 percent from 2018 through 2020.

In 2016, commercial mortgage recording tax revenue is expected to decline 15.0 percent from the prior year, similar to the decline in forecast for the commercial real property transfer tax. Collections are forecast to decline 1.7 percent in 2017 and remain flat from 2018 through 2020.

In 2016, residential mortgage recording tax revenue is forecast to decline 1.6 percent from the prior year, similar to the decline in forecast for the residential real property transfer tax. Paralleling the strength in transactions due to new inventory, collections from residential mortgage recording tax are forecast to grow 11.0 percent in 2017 and average annual growth of 5.5 percent from 2018 through 2020 as the housing market continues to improve.

### **Personal Income Tax**

Personal income tax revenue is forecast at \$11.033 billion in 2016, an increase of 3.8 percent from 2015. This moderate growth follows record high personal income tax revenue of \$10.6 billion in 2015, the result of record high levels in estimated payments and continued strength in withholding growth. In 2016, withholding is expected to continue to grow at a steady clip while estimated payments are expected to grow modestly from the 2015 level.

Withholding collections in 2016 are forecast to grow 4.9 percent over the prior year after an increase of 7.7 percent in 2015. The July through November withholding collections grew by 4.9 percent over the same prior year period as the City added 99,000 jobs during the calendar year. For the December through March bonus period, withholding collections are forecast to increase 3.8 percent. This reflects flat private sector bonus payouts but continued growth in non-bonus withholding. Withholding collections are forecast to increase 6.9 percent for the fourth quarter of 2016, reflecting growth in the wage earnings forecast.

Installment payments are expected to increase again after record highs in 2015. The strong growth in installment payments is due to taxpayers making their payments based on safe harbor rules, which allow them to pay 110 percent of the prior year's liability. We expect that while overall liability is up, it is not to the degree that estimated payments growth suggests, which will be reflected in weaker extension payments. The increase in liability is due to years of equity market gains being realized, strong real estate transactions and steady business (proprietor/partnership) income growth. We estimate that capital gains hit near record levels in liability year 2014 and are down slightly in 2015. The capital gains outlook paired with the increase in business income will lift overall non-wage income.

Settlement payments (net of final returns, refunds, extensions and City/State offsets) are forecast to decline due to a drop in extension payments and State/City offsets. The decline in extension payments is largely due to taxpayers making installment payments on safe harbor rules. Since liability is not expected to be up 10 percent this year, this should be reflected in lower extensions. State/City offsets came in higher than expected in 2015, and as a result of that strength we forecast a small decline for 2016. Finals are expected to be flat in 2016. Refunds are projected to decline as a result of stronger overall liability.

Personal income tax revenue in 2017 is forecast to grow 0.4 percent. Withholding collections are forecast to grow 5.1 percent, as job growth is expected to continue throughout 2017 and the average wage rate is forecast to increase 3.9 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 2016 after two years of record high levels. This will result in slight growth of 2.6 percent in installment payments and a decline of 28.3 percent for extension payments on tax year 2016.

In the out-years of the forecast period, continued growth in employment and wage rates leads to personal income tax growth averaging 3.8 percent from 2018 through 2020.

### **Business Income Taxes**

Business income tax revenues (general corporation and unincorporated business taxes) are forecast at \$5.978 billion in 2016, a decline of 1.2 percent from the prior year. In 2017, business income tax revenues are forecast to be \$6.232 billion, growth of 4.2 percent.

Major changes in State law merged the general corporation and banking corporation taxes into one corporate tax effective tax year 2015.<sup>2</sup> This results in nearly all banking corporation tax payments beginning in fiscal year 2016 being reported as general corporation tax payments.

General corporation tax revenue in 2016 is forecast to decline 2.8 percent from the prior year to \$3.971 billion. General corporation tax gross collections are forecast to exhibit nearly flat growth in 2016 at \$4.448 billion. Gross collections year-to-date through December increased 4.3 percent over the prior year. Tax payments from finance sector firms reflect the high level of Wall Street profitability in calendar year 2015. A slowdown of finance sector tax payments is forecast for the second half of the fiscal year, reflecting the expected decline in the level of Wall Street firm profitability in calendar year 2016. Non-finance sector tax payments are forecast to be weak through 2016 and reflect the decline in corporate profits seen in the second half of calendar year 2015. Many businesses have had to contend with the strong dollar, tepid overseas demand and inventory overhang. Refunds are forecast to return to trend from the lower levels paid out the prior year.

In 2017, general corporation tax revenue is forecast to increase 4.8 percent, supported by the moderate levels of corporate profits and continued Wall Street profitability. General corporation tax revenues are forecast to average growth of 2.2 percent annually from 2018 through 2020.

Unincorporated business tax revenue is forecast to grow 2.3 percent in 2016 to \$2.007 billion. Unincorporated business tax revenue has increased 3.1 percent year-to-date through December. Finance sector tax payment growth reflects the performance of the financial markets and the above average level of assets under management firms have enjoyed in the past few years, which has remained steady until the third quarter of 2015, a period which saw a surge in redemption requests. Non-finance sector tax payments, led by professional and technical services, as well as the continued expansion in health care, leisure & hospitality and retail trade are forecast to reach a new all-time high level for the fourth consecutive year. The level of refunds paid out year-to-date through December has doubled from the prior year, the result of firms' adjusting their tax liabilities and consequently reducing overpayments on account. Refunds are forecast to return to trend levels for the second half of the fiscal year. In 2017, unincorporated business tax revenue is forecast to grow 3.2 percent, paralleling the growth of the national and local economies.

Unincorporated business tax revenues are forecast to average growth of 4.4 percent annually from 2018 through 2020.

---

<sup>2</sup> *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 significantly conforms 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 will be effective for tax years beginning on or after January 1, 2015.*

## **Sales Tax**

Sales tax revenue is forecast at \$7.070 billion in 2016, growth of 4.9 percent over the prior year. The forecast for 2016 is supported by moderate local economic growth. Year-to-date sales tax collections through December grew 4.3 percent. Consumer spending throughout the holiday season was sound. Spending was reported to be healthy across-the-board from electronics to apparel to restaurants to online buying.

The forecast assumes strong local economic growth will continue throughout the year but that there will be a slowdown in tourist spending as global economic weakness and the strengthening of the dollar limit tourist growth. The NYC labor market continues to improve as unemployment rates remain relatively low, and employment continues to show signs of growth, particularly in the private sector. With oil prices exhibiting no signs of picking up, the savings from the decline in natural gas and gasoline prices as well as decreased heating expenditure due to an unseasonably warm early winter are expected to increase consumption later this fiscal year.

In 2017, sales tax revenue is forecast at \$7.351 billion, growth of 4.0 percent. Taxable consumption is forecast to increase due to expected growth in wage earnings, while tourist activity is flat. Sales tax revenue growth is forecast to average 4.2 percent annually from 2018 through 2020 corresponding to anticipated steady local economic growth.

## **Hotel Tax**

Hotel tax revenue is forecast at \$548.0 million in 2016, a decline of 1.5 percent from the prior year. Year-to-date hotel tax collections have remained flat from the prior year.<sup>3</sup> The forecast assumes a decline in collections through the remainder of the fiscal year as the strengthening of the dollar against a weakening global market lowers demand. In addition, a flood of new hotel room inventory has increased supply. As a result, occupancy rates fall back while room rates decline slightly.

Hotel tax collections are expected to remain relatively unchanged in 2017 compared to 2016, and minimal growth is forecast from 2018 through 2020. A decrease in the demand from international tourists due to global economic uncertainty will likely be partially offset by an increase in domestic tourists due to continued national economic stability. While hotel collections are not expected to continue to have strong growth off of such record high tourism, levels are expected to remain relatively steady throughout the plan period.

## **Utility Tax**

Utility tax revenue is forecast at \$390.0 million in 2016, growth of 1.6 percent over the prior year. Utility tax collections through December increased 4.0 percent over the prior year, reflecting stable energy prices and economic growth. Collections for the second half of the fiscal year are forecast to remain essentially flat from the prior year. Energy prices are expected to remain stable. Utility tax revenue is forecast to average growth of 2.2 percent annually from 2017 through 2020.

## **Cigarette Tax**

Cigarette tax revenue is forecast at \$48.0 million in 2016, a decline of 3.5 percent from the prior year. In 2017, cigarette tax revenue is forecast to decline to \$47.0 million. From 2018 through 2020, cigarette tax collections are projected to average a decrease of 2.2 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.

---

<sup>3</sup> The year-to-date flat growth includes an adjustment made for a December payment that slipped into January in fiscal year 2015. Without this adjustment, year-to-date collections increase 7.1 percent.



**Other Taxes**

All other tax revenues are forecast at \$557.5 million in 2016, a decline of 5.8 percent from the prior year. All other taxes are forecast at \$555.5 million, a decline of 0.4 percent in 2017 and remain flat from 2018 through 2020.

**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 2016 is forecast at \$995.1 million. Audit revenue is forecast at \$714 million annually from 2017 through 2020.

## Tax Revenue Forecast

(\$ in Millions)

	<i>Fiscal Year</i>				
	2016	2017	2018	2019	2020
<b>Real Estate-Related Taxes:</b>					
Real Property	\$22,556	\$23,873	\$25,145	\$26,474	\$27,722
Real Property Transfer	1,569	1,606	1,625	1,683	1,734
Mortgage Recording	1,028	1,055	1,065	1,095	1,122
Commercial Rent	770	805	840	875	910
<b>Income-Based Taxes:</b>					
Personal Income	11,033	11,073	11,404	11,864	12,383
General Corporation	3,654	4,160	4,266	4,345	4,441
Banking Corporation	317	0	0	0	0
Unincorporated Business	2,007	2,072	2,164	2,256	2,357
<b>Consumption and Use Taxes:</b>					
Sales and Use	7,070	7,351	7,661	7,982	8,308
Utility	390	394	407	416	425
Hotel	548	550	563	569	580
Cigarette	48	47	46	45	44
All Other	557	555	555	555	555
<b>Subtotal</b>	<b>51,548</b>	<b>53,541</b>	<b>55,742</b>	<b>58,160</b>	<b>60,581</b>
Tax Audit Revenue	995	714	714	714	714
<b>Total</b>	<b>\$52,543</b>	<b>\$54,255</b>	<b>\$56,456</b>	<b>\$58,873</b>	<b>\$61,295</b>
STAR Aid	812	797	800	804	808
<b>Total*</b>	<b>\$53,355</b>	<b>\$55,052</b>	<b>\$57,256</b>	<b>\$59,677</b>	<b>\$62,103</b>

\* Totals may not add due to rounding

**Tax Revenue Forecast**  
**All Other Taxes**

(\$ in Millions)

	<i>Fiscal Year</i>				
	2016	2017	2018	2019	2020
<b>Excise Taxes:</b>					
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	24.0	24.0	24.0	24.0	24.0
Liquor License	5.0	5.0	5.0	5.0	5.0
<b>Auto-Related Taxes:</b>					
Commercial Motor Vehicle	55.0	55.0	55.0	55.0	55.0
Auto Use	29.0	29.0	29.0	29.0	29.0
Taxi Medallion	4.0	4.0	4.0	4.0	4.0
<b>Miscellaneous Taxes:</b>					
Section 1127 (Waiver)	140.0	140.0	140.0	140.0	140.0
PILOTs	276.2	276.2	276.2	276.2	276.2
Other Tax Refunds	(29.0)	(29.0)	(29.0)	(29.0)	(29.0)
<b>Penalties and Interest:</b>					
P&I - Real Estate Current Year	19.0	18.0	18.0	18.0	18.0
P&I - Real Estate Prior Year	36.0	35.0	35.0	35.0	35.0
P&I - Other (Refunds)	(3.0)	(3.0)	(3.0)	(3.0)	(3.0)
<b>Total All Other Taxes*</b>	<b>\$557.5</b>	<b>\$555.5</b>	<b>\$555.5</b>	<b>\$555.5</b>	<b>\$555.5</b>

\* 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.

The January Financial Plan reforecasts the budget for select Capital projects based on updated construction schedules - \$285 million was moved from FY16 to out years. As we continue to reanalyze construction schedules, further adjustments will be made to better align capital funding with anticipated expenditures.

#### *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, \$3.4 billion is budgeted across all fiscal years in the capital and expense budgets. The January Financial Plan reflects an increase of approximately \$400 million in CDBG-DR funds. The remaining balance of approximately \$850 million will be added in future financial plans as needs for particular programs become specified.

## **CAPITAL PROGRAM**

The Modified Capital Commitment Plan for Fiscal Years 2016-2019 authorizes agencies to commit \$52.3 billion, of which \$45.8 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 \$10.2 billion in Fiscal Year 2016. The aggregate agency-by-agency authorized commitments of \$14.4 billion exceed the Fiscal Year Financial Plan by \$4.2 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 2012

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

### FY 2012-2015 Commitments

(\$ in Millions)\*

	2012		2013		2014		2015	
	City Funds	All Funds	City Funds	All Funds	City Funds	All Funds	City Funds	All Funds
<b>Environmental Protection</b>								
Equipment	\$59	\$59	\$65	\$58	\$84	\$84	\$91	\$91
Sewers	366	368	279	288	300	302	344	355
Water Mains, Sources & Treatment	578	590	402	402	343	345	553	553
Water Pollution Control	571	570	454	456	412	408	367	367
Water Supply	97	97	316	316	21	21	737	737
<b>Subtotal</b>	<b>\$1,670</b>	<b>\$1,685</b>	<b>\$1,516</b>	<b>\$1,521</b>	<b>\$1,160</b>	<b>\$1,160</b>	<b>\$2,091</b>	<b>\$2,103</b>
<b>Transportation</b>								
Mass Transit	\$5	\$35	\$125	\$133	\$35	\$35	\$125	\$125
Bridges	6	125	249	361	131	234	300	735
Highways	278	300	298	438	325	415	329	421
<b>Subtotal</b>	<b>\$290</b>	<b>\$460</b>	<b>\$672</b>	<b>\$931</b>	<b>\$491</b>	<b>\$684</b>	<b>\$755</b>	<b>\$1,280</b>
<b>Education</b>								
Education	\$1,263	\$2,481	\$1,282	\$2,345	\$1,040	\$2,060	\$1,546	\$2,884
Higher Education	70	70	48	48	74	74	55	55
<b>Subtotal</b>	<b>\$1,332</b>	<b>\$2,551</b>	<b>\$1,330</b>	<b>\$2,394</b>	<b>\$1,113</b>	<b>\$2,134</b>	<b>\$1,601</b>	<b>\$2,940</b>
<b>Housing And Economic Development</b>								
Economic Development	\$205	\$244	\$272	\$282	\$255	\$278	\$152	\$163
Housing	192	298	308	376	336	415	376	413
<b>Subtotal</b>	<b>\$397</b>	<b>\$542</b>	<b>\$580</b>	<b>\$657</b>	<b>\$590</b>	<b>\$694</b>	<b>\$528</b>	<b>\$576</b>
<b>Administration Of Justice</b>								
Correction	\$95	\$95	\$104	\$104	\$114	\$125	\$153	\$154
Courts	63	63	17	17	123	123	10	10
Police	63	63	83	89	164	170	140	141
<b>Subtotal</b>	<b>\$221</b>	<b>\$221</b>	<b>\$204</b>	<b>\$210</b>	<b>\$401</b>	<b>\$418</b>	<b>\$303</b>	<b>\$304</b>
<b>City Operations &amp; Facilities</b>								
Cultural Institutions	\$133	\$135	\$172	\$176	\$211	\$215	\$151	\$154
Fire	83	87	143	157	52	63	70	71
Health & Hospitals	292	298	264	315	244	307	143	157
Parks	256	290	310	533	255	365	465	646
Public Buildings	154	154	190	190	144	144	94	94
Sanitation	222	222	392	400	276	277	255	274
Technology & Equipment	260	276	277	279	571	573	258	258
Other	147	187	147	215	216	356	278	404
<b>Subtotal</b>	<b>\$1,548</b>	<b>\$1,651</b>	<b>\$1,894</b>	<b>\$2,265</b>	<b>\$1,969</b>	<b>\$2,298</b>	<b>\$1,714</b>	<b>\$2,056</b>
<b>Total Commitments</b>	<b>\$5,458</b>	<b>\$7,111</b>	<b>\$6,196</b>	<b>\$7,978</b>	<b>\$5,725</b>	<b>\$7,387</b>	<b>\$6,992</b>	<b>\$9,260</b>
<b>Total Expenditures</b>	<b>\$6,994</b>	<b>\$8,431</b>	<b>\$6,888</b>	<b>\$8,385</b>	<b>\$7,468</b>	<b>\$7,903</b>	<b>\$5,949</b>	<b>\$7,836</b>

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



## FY 2016-2019 Commitment Plan

(\$ in Millions)\*

	2016		2017		2018		2019	
	City Funds	All Funds	City Funds	All Funds	City Funds	All Funds	City Funds	All Funds
<b>Environmental Protection</b>								
Equipment	\$132	\$133	\$63	\$63	\$85	\$85	\$53	\$53
Sewers	534	556	918	928	549	549	508	508
Water Mains, Sources & Treatment	701	703	950	953	610	610	327	327
Water Pollution Control	885	907	1,084	1,140	880	1,106	957	957
Water Supply	29	29	137	137	20	20	222	222
<b>Subtotal</b>	<b>\$2,283</b>	<b>\$2,327</b>	<b>\$3,151</b>	<b>\$3,220</b>	<b>\$2,143</b>	<b>\$2,369</b>	<b>\$2,067</b>	<b>\$2,067</b>
<b>Transportation</b>								
Mass Transit	\$364	\$394	\$125	\$125	\$125	\$125	\$125	\$125
Bridges	399	559	807	1,239	492	624	943	985
Highways	548	707	724	952	728	885	579	686
<b>Subtotal</b>	<b>\$1,311</b>	<b>\$1,661</b>	<b>\$1,656</b>	<b>\$2,316</b>	<b>\$1,345</b>	<b>\$1,634</b>	<b>\$1,647</b>	<b>\$1,796</b>
<b>Education</b>								
Education	\$2,797	\$3,136	\$2,429	\$2,624	\$1,999	\$2,671	\$2,420	\$2,615
Higher Education	227	237	87	88	50	50	70	70
<b>Subtotal</b>	<b>\$3,025</b>	<b>\$3,373</b>	<b>\$2,516</b>	<b>\$2,712</b>	<b>\$2,049</b>	<b>\$2,721</b>	<b>\$2,490</b>	<b>\$2,685</b>
<b>Housing And Economic Development</b>								
Economic Development	\$686	\$881	\$790	\$808	\$486	\$504	\$271	\$289
Housing	1,064	1,070	644	670	657	683	671	703
<b>Subtotal</b>	<b>\$1,750</b>	<b>\$1,951</b>	<b>\$1,434</b>	<b>\$1,478</b>	<b>\$1,143</b>	<b>\$1,187</b>	<b>\$943</b>	<b>\$993</b>
<b>Administration Of Justice</b>								
Correction	\$498	\$569	\$154	\$159	\$777	\$777	\$157	\$157
Courts	199	199	255	255	156	156	129	129
Police	473	511	396	407	149	149	150	150
<b>Subtotal</b>	<b>\$1,170</b>	<b>\$1,278</b>	<b>\$805</b>	<b>\$821</b>	<b>\$1,082</b>	<b>\$1,083</b>	<b>\$437</b>	<b>\$437</b>
<b>City Operations &amp; Facilities</b>								
Cultural Institutions	\$653	\$788	\$40	\$40	\$50	\$50	\$4	\$4
Fire	246	275	118	188	141	204	84	84
Health & Hospitals	410	613	238	618	99	473	93	455
Parks	841	1,226	689	865	365	420	199	199
Public Buildings	336	336	196	196	175	175	122	122
Sanitation	255	258	267	277	171	171	310	310
Technology & Equipment	962	968	658	658	587	587	469	469
Other	1,181	1,352	749	1,027	405	514	227	292
<b>Subtotal</b>	<b>\$4,884</b>	<b>\$5,817</b>	<b>\$2,955</b>	<b>\$3,869</b>	<b>\$1,993</b>	<b>\$2,594</b>	<b>\$1,509</b>	<b>\$1,937</b>
<b>Total Commitments</b>	<b>\$14,422</b>	<b>\$16,407</b>	<b>\$12,517</b>	<b>\$14,414</b>	<b>\$9,755</b>	<b>\$11,587</b>	<b>\$9,092</b>	<b>\$9,914</b>
<b>Reserve For Unattained Commitments</b>	<b>(\$4,251)</b>	<b>(\$4,251)</b>	<b>(\$515)</b>	<b>(\$515)</b>	<b>(\$316)</b>	<b>(\$316)</b>	<b>\$122</b>	<b>\$122</b>
<b>Commitment Plan</b>	<b>\$10,171</b>	<b>\$12,156</b>	<b>\$12,002</b>	<b>\$13,899</b>	<b>\$9,439</b>	<b>\$11,271</b>	<b>\$9,214</b>	<b>\$10,036</b>
<b>Total Expenditures</b>	<b>\$6,913</b>	<b>\$8,385</b>	<b>\$7,903</b>	<b>\$9,178</b>	<b>\$8,764</b>	<b>\$10,351</b>	<b>\$9,265</b>	<b>\$10,754</b>

\* 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 32 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) systematically reviews 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 selected major capital projects at an early enough phase to confirm that their 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 policy makers to make an informed assessment on the viability of a project's scope, cost and schedule, which often result in substantial construction cost savings. In many cases it also results in improved designs and future operational savings.

Projects earmarked for future VE review include bridges, resiliency projects, waste water treatment facilities, hospitals, labs, sanitation garages, roadways, and jail 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 "big picture" scope of projects.

## FINANCING PROGRAM

The City financing program projects \$40.4 billion of long-term borrowing for the period fiscal years 2016 through 2020 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 a reduction in BARB issuance so as to remain under the limit. Correspondingly, the portion of the education capital program previously planned to be financed with BARBs will be financed by GO or TFA FTS bonds.

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

### Financing Program

(\$ in Millions)

	2016	2017	2018	2019	2020	Total
City General Obligation Bonds	\$1,100	\$2,850	\$3,390	\$3,640	\$3,680	\$14,660
TFA Bonds <sup>(1)</sup>	3,950	2,850	3,390	3,640	3,680	17,510
Water Authority Bonds <sup>(2)</sup>	1,404	1,790	1,727	1,725	1,630	8,276
<b>Total</b>	<b>\$6,454</b>	<b>\$7,490</b>	<b>\$8,507</b>	<b>\$9,005</b>	<b>\$8,990</b>	<b>\$40,446</b>

*(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.*

### Capital Stabilization Reserve

The financial plan reflects \$500 million in fiscal year 2017 for the Capital Stabilization Reserve. Expenditures from the Capital Stabilization Reserve will be directed in support of the streamlining and modernization of the capital program proposed by the Mayor. The Capital Stabilization Reserve will be used, in part, in the early stages of capital project planning and design for necessary up-front expenses including pre-scoping, whether capitably eligible or not. The Capital Stabilization Reserve can also be used to defease City debt if not needed in total for other capital purposes. In the event of a recession, the Capital Stabilization Reserve can be used to prevent debt service costs from rising unduly as a percent of total taxes when revenues come under stress. The Capital Stabilization Reserve is consistent with the Mayor’s commitment to build up various reserves.

## 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)

	2016	2017	2018	2019	2020
City General Obligation Bonds	\$39,230	\$39,770	\$40,947	\$42,301	\$43,540
TFA Bonds <sup>(1)</sup>	29,614	31,635	34,061	36,410	38,736
TSASC Bonds	1,209	1,196	1,174	1,151	1,127
Conduit Debt	1,445	1,365	1,284	1,206	1,121
<b>Total</b>	<b>\$71,498</b>	<b>\$73,966</b>	<b>\$77,466</b>	<b>\$81,068</b>	<b>\$84,524</b>
Water Authority Bonds	\$30,744	\$32,266	\$33,702	\$35,109	\$36,355

(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)

	2016	2017	2018	2019	2020
City General Obligation Bonds <sup>(1)</sup>	\$4,052	\$4,286	\$4,434	\$4,501	\$4,796
TFA Bonds <sup>(2)</sup>	1,887	2,214	2,469	2,882	3,131
TSASC Bonds	74	74	82	82	82
Conduit Debt <sup>(3)</sup>	172	218	269	295	297
<b>Total Debt Service</b>	<b>\$6,185</b>	<b>\$6,792</b>	<b>\$7,254</b>	<b>\$7,760</b>	<b>\$8,306</b>
Water Authority Bonds <sup>(4)</sup>	\$1,627	\$1,775	\$1,898	\$2,017	\$2,166

(1) Includes interest on short-term obligations (RANs).

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

(3) 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.

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

### Debt Burden

	2016	2017	2018	2019	2020
Total Debt Service <sup>(1)</sup> as % of:					
a. Total Revenue	7.5%	8.2%	8.5%	8.8%	9.2%
b. Total Taxes	11.5%	12.2%	12.5%	12.9%	13.2%
c. Total NYC Personal Income	1.1%	1.2%	1.2%	1.2%	1.3%
Total Debt Outstanding <sup>(1)</sup> as % of:					
a. Total NYC Personal Income	13.1%	13.0%	13.0%	12.9%	12.9%

(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 will issue \$14.7 billion and \$17.5 billion, respectively, during the plan period. The City issuance supports 36 percent of the total, while TFA FTS issuance supports 43 percent of the total. NYW will issue, excluding refundings, approximately \$8.3 billion. The aggregate NYW financing during the plan period will account for 21 percent of the total financing program.

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, 2015, the City has issued approximately \$750 million in refunding bonds. The date and principal amount are as follows:

### NYC GO Issuances

(\$ in Millions)

Series	(N)ew Money/ (R)efunding	Issue Date	Tax Exempt Amount	Taxable Amount	Total Par Amount
2016 AB	R	8/13/2015	\$750	\$—	\$750

The refunding transaction the City has completed to date in fiscal year 2016 generated over \$100 million of debt service savings during the financial plan period.



In addition to the total issuance mentioned above, the City took steps to manage its outstanding floating rate debt. At the end of fiscal year 2015, the City reoffered approximately \$400 million of floating rate bonds in order to manage expiring bank facilities supporting that debt. Of that amount, \$50 million was reoffered as a floating rate note and the remainder was reoffered in a fixed rate mode.

The City plans to issue GO bonds for capital purposes of approximately \$1.1 billion, \$2.9 billion, \$3.4 billion, \$3.6 billion, and \$3.7 billion in fiscal years 2016 through 2020, respectively.

Currently the debt service for the City, TFA (excluding BARBs), 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 2016. That ratio is projected rise to 9.2 percent in fiscal year 2020. As a percentage of tax revenues, the debt service ratio is 11.5 percent in fiscal year 2016 and is projected to increase to 13.2 percent in fiscal year 2020.

In fiscal year 2016, the City does not project a note issuance to satisfy cash flow needs. The City financing program assumes the issuance of \$2.4 billion of notes annually through the remainder of the financial plan.

### **Variable Rate Debt**

Floating rate bonds have been a reliable source of cost savings in the City capital 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, TSASC bonds and conduit debt. The City and its related entities have approximately \$10.5 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 2016. However, the City did terminate approximately \$360 million of a basis swap, resulting in a payment to the City of approximately \$2.4 million. The total notional amount of swaps outstanding as of December 31, 2015 was \$1.37 billion, on which the termination value was negative \$116 million. This is the theoretical amount which the City would pay if all of the swaps terminated under market conditions as of December 31, 2015.

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 swap 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<sup>(1)</sup>

(\$ in Millions)

	GO	TFA	Conduit	TSASC	Total
Floating Rate Bonds	\$6,049	\$4,098	\$30	\$0	\$10,177
Synthetic Fixed	210		31		241
Taxable Basis Swap	0				0
Enhanced Basis Swap	125				125
<b>Total Floating-Rate</b>	<b>\$6,384</b>	<b>\$4,098</b>	<b>\$61</b>	<b>\$0</b>	<b>\$10,543</b>
Total Debt Outstanding	\$39,230	\$29,614	\$1,445	\$1,209	\$71,498
% of Floating-Rate / Total Debt Outstanding					14.7%
Total Floating-Rate Less \$6.55 Billion Balance in General Fund (Floating-Rate Assets)					3,998
% of Net Floating Rate / Total Debt Outstanding					5.6%

(1) Debt Outstanding as of the January 2016 Financial Plan excluding NYW, HYIC, and TFA BARBs.

The 14.7 percent floating rate exposure, including the risk from the synthetic fixed rate swaps and the basis swap, is even more manageable after taking into account the 10 year average balance of \$6.5 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 5.6 percent of its outstanding debt. Moreover, the City uses conservative assumptions in budgeting expenses from floating rate instruments.

During fiscal year 2016, short-term interest rates relating to the \$10.5 billion of floating rate debt have been under 0.10 percent on average for tax-exempt and under 0.50 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 325 basis points lower than those for long term fixed-rate debt, resulting in an annual savings of over \$340 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 \$58.8 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. In November 2015, Moody's Investors Service upgraded the Authority's second general resolution debt to Aa1 from Aa2. Moody's also rates the Authority's first resolution bonds Aa1.

Of the aggregate bond par amount sold, \$29.8 billion is outstanding, \$21.5 billion was refinanced with lower cost debt, \$2.7 billion was defeased with Authority funds prior to maturity, and \$4.7 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 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's outstanding debt also includes floating rate bonds, which have been a reliable source of cost effective financing. NYW has \$4.9 billion of floating rate bonds or 16% 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 New York State Environmental Facilities Corporation (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 four bond series that have closed to date in Fiscal Year 2016. 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
2016 Series 1 & 2 <sup>(1)</sup>	N/R	7/2/2015	\$380,825,000	1.99% <sup>(2)</sup>	2045
2016 AA	N	10/29/15	\$250,000,000	0.01% <sup>(3)</sup>	2048
2016 BB	N/R	11/24/15	\$349,845,000	4.12%	2046

(1) Bonds issued to EFC

(2) This is the Effective Interest Cost, which includes subsidy but does not include annual fees for administration

(3) Bonds issued as variable rate demand bonds; rate shown is an average from the issue date through December 31, 2015

NYW is a party to two interest rate exchange agreements (swaps) with a total notional amount of \$401 million. As of December 31, 2015, the mark-to-market value of the swaps was negative \$117.7 million. This is the theoretical amount which NYW would pay if all swaps terminated as of December 31, 2015.

NYW expects to issue \$890 million of additional new money bonds over the remainder of fiscal year 2016. During the period from fiscal year 2017 to fiscal year 2020, 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 (PIT), 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, 2015, the TFA has issued approximately \$400 million in refunding bonds and \$1.75 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
2016 A	N	9/29/2015	\$900	\$250	\$1,150
2016 B	N	11/5/2015	350	250	600
2016 CD	R	11/5/2015	400	—	400
<b>Total</b>			<b>\$1,650</b>	<b>\$500</b>	<b>\$2,150</b>

The \$400 million refunding transaction the TFA completed during fiscal year 2016 generated approximately \$65 million of debt service savings during the financial plan period.

Beyond the financings described above, the TFA plans to issue TFA bonds for capital purposes of approximately \$2.2 billion, \$2.9 billion, \$3.4 billion, \$3.6 billion, and \$3.7 billion in fiscal years 2016 through 2020, 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 \$7.4 billion of BARBs outstanding which fund the capital program of the Department of Education. As mentioned previously, the financing program reflects reduced BARB issuance to remain under the statutory cap. The TFA plans to issue BARBs of approximately \$683 million, \$304 million, \$343 million, \$222 million, and \$107 million in fiscal years 2016 through 2020, respectively. The reduction of BARB issuance is offset by an increase in GO and TFA FTS bonds.

### 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. HYIC has begun to receive recurring PILOT revenue. Additionally, HYIC recently received approximately \$18.6 million from the sale of Transferrable Development Rights as well as \$51 million from the sale of District Improvement Bonus. These revenues, along with other revenues, will eliminate the interest support the City would have to provide on the HYIC bonds for fiscal years 2016 and 2017. However, these revenues are not ongoing, and the City financial plan reflects appropriation for interest support on the HYIC bonds in the future.

The subway extension, which is being constructed by the MTA, began service in September 2015.

Phase I of Hudson Park and Boulevard completed construction and was opened to the public in August 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 12, 2015 adjusted for new needs, approved categorical budget modifications through January 15, 2016, 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)				
	2016	2017	2018	2019	2020
Salaries & Wages	\$24,605	\$25,310	\$25,839	\$26,368	\$26,540
Pensions	9,343	9,399	9,554	9,734	10,107
Other Fringe Benefits	9,318	9,837	10,398	11,194	11,983
Reserve for Collective Bargaining	996	537	1,320	2,388	2,758
<b>Total</b>	<b>\$44,262</b>	<b>\$45,083</b>	<b>\$47,111</b>	<b>\$49,684</b>	<b>\$51,388</b>

### Salaries & 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 actuarial valuation estimates of the City's five major retirement systems prepared by the Office of the Actuary (OA). These estimates include the Collective Bargaining pattern set in 2014, the impact of asset performance in fiscal year 2015, and changes to mortality assumptions 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.

Mortality assumptions were updated in fiscal year 2016 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. The mortality assumption changes are expected to cost the City \$591 million, \$596 million, \$601 million, \$606 million, and \$611 million in fiscal years 2016 through 2020, respectively. In addition, an asset corridor was implemented to keep the Actuarial Value of Assets within 80% - 120% of the Market Value of Assets.

The financial plan reflects the estimated impact of fiscal year 2015 investment returns of 3.15% (net of investment fees). The investment returns – lower than the assumed actuarial rate of seven percent - increased required pension contributions by \$73 million, \$146 million, \$219 million, and \$292 million in fiscal years 2017 through 2020, respectively.

Other adjustments stemming from changes in the number of pension members and a proposal to revise accidental disability retirement benefits for Tier 3/6 uniform members have also been reflected in the financial plan. The proposal increases the accidental disability retirement benefit from 50% to 75% for Tier 3/6 uniform

members. The cost for providing the increased benefit will be partially offset by an additional required member contribution of 3%.

Total pension expenses for the financial plan are shown below:

<b>Total Pension Expenses</b>					
(\$ in Millions)					
	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
City Actuarial Systems	\$9,198	\$9,248	\$9,392	\$9,566	\$9,936
Non-City Systems	78	81	87	88	88
Non-Actuarial	67	70	75	80	83
<b>Total</b>	<b>\$9,343</b>	<b>\$9,399</b>	<b>\$9,554</b>	<b>\$9,734</b>	<b>\$10,107</b>

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 2016, the combined tax rate is 7.65%. The OASDI tax portion of 6.2% is capped at \$118,500 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; with the \$1.3 billion growing with trend beyond FY 2018.

### **Reserve for Collective Bargaining**

To date, the City has reached agreements with 94% of the workforce. The labor reserve contains funding for the net cost of all of the elements of the UFT and DC37 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. In addition, the reserve includes the additional cost of the uniformed pattern for the unsettled uniformed unions. 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.

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.

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 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 set the pattern for uniformed force employees in the 2010-2017 round of collective bargaining.



The USOC deal largely mirrored the seven-year agreement reached with DC37 with the following alterations: 1) An additional 1% the first day of the twelfth month. 2) Giving those who retire the option of taking terminal leave in a lump sum. 3) No \$1,000 lump sum. 4) The members of the coalition agreed to savings items including delaying wage increases, reducing the City’s welfare fund contributions, and reducing the City’s contributions to the annuity fund.

Subsequently alterations were made to the deal allowing some groups to advance the date of the first increase to the first day of the seventh month and required that they provide additional savings item to cover this cost. Over the plan, these changes were approximately cost neutral. The cost above the already budgeted civilian pattern was approximately \$746 million when applied to all uniformed force employees. The portion of this amount that is for unsettled contracts or contracts that have not been ratified is reflected in the reserve for collective bargaining in the Preliminary Budget.

**Other Than Personal Services**

The following items are included in this category:

	(\$ in Millions)				
	2016	2017	2018	2019	2020
Administrative OTPS	\$22,106	\$20,560	\$20,518	\$20,638	\$20,882
Public Assistance	1,481	1,502	1,513	1,524	1,535
Medical Assistance	6,078	6,220	6,220	6,220	6,220
Health and Hospitals Corp.	671	728	793	812	812
Covered Agency Support & Other Subsidies	4,034	3,874	4,019	4,138	4,236
City Debt Service*	6,110	6,718	7,173	7,678	8,223
Debt Defeasance	(103)	—	—	—	—
Prepayment Adjustments	(1,229)	(2,295)	—	—	—
Capital Stabilization Reserve	—	500	—	—	—
General Reserve	300	1,000	1,000	1,000	1,000
<b>Total</b>	<b>\$39,448</b>	<b>\$38,807</b>	<b>\$41,236</b>	<b>\$42,010</b>	<b>\$42,908</b>

\* Numbers adjusted for prepayments and debt defeasances.

**Administrative OTPS**

The estimates in this category include new needs in the baseline. For 2018 through 2020, 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 2018 through 2020. 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 2016 through 2020 reflects current projections for energy related purchases. Gasoline and fuel costs are expected to increase by \$71 million between 2016 and 2020. Heat, light and power is expected to increase by \$98 million between 2016 and 2020.



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 2016 adjustments, where applicable.

The annual cost projections are as follows:

<b>Energy Costs</b>					
(\$ in Millions)					
	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Gasoline	\$68	\$84	\$95	\$101	\$107
Fuel Oil	81	91	100	107	113
HPD-In Rem / DAMP	3	4	3	3	3
HPD-ERP / AEP	4	3	3	3	3
Heat, Light and Power	740	759	788	811	838
<b>Total</b>	<b>\$896</b>	<b>\$941</b>	<b>\$989</b>	<b>\$1,025</b>	<b>\$1,064</b>

### **Leases**

Agency baseline expenditures carry the cost of leases at a constant level for 2017 through 2020 with the exception of the annualization of 2017 adjustments where applicable. A citywide adjustment for 2017 through 2020 provides for the increased cost of leases based on a 3.0 percent annual inflator. The four-year projection includes \$1,044 million for leases in 2017, \$1,076 million in 2018, \$1,108 million in 2019, and \$1,141 million in 2020. Of these amounts, the citywide adjustment is \$32 million, \$64 million, \$96 million and \$129 million respectively in 2017 through 2020.

### **Public Assistance**

The financial plan for Public Assistance projects 370,666 persons will be on Public Assistance in June 2016 and remain at that level for the balance of the four-year plan.

### **Medical Assistance**

The financial plan for medical assistance funds Medicaid expenditures for 3.7 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 2017, the City anticipates a budget of \$6.1 billion in City Tax Levy.

### **Health and Hospitals Corporation**

The City's support for the Health and Hospitals Corporation reflects funding for HHC's 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 2017 City support is budgeted at \$728 million. Details of HHC's own institutional financial plan are set forth in the covered organization submissions for the Health and Hospitals Corporation.

### **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 2017 through 2020 to provide for uncontrollable increases in expenditures as well as shortfalls in revenue. The General Reserve for 2017 through 2020 has been increased above the required amount as per the City Charter to allow for any further uncertainties that may occur in the future.

## 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 2016-2020. 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 \$2.29 billion in 2016 has been provided for this purpose.

Below are the detailed estimates for debt service for 2016 through 2020 after prepayments:

(\$ in Millions)

	<b>Long Term</b>	<b>Short Term</b>	<b>Lease Purchase</b>	<b>Budget Stabilization*</b>	<b>Total City and Lease</b>	<b>TFA</b>	<b>Prepayment Adjustment</b>	<b>Total City, Lease and TFA</b>
2016	\$2,028	\$-	\$172	\$2,295	\$4,495	\$283	\$1,332	\$6,110
2017	3,252	75	218	—	3,545	878	2,295	6,718
2018	4,360	75	269	—	4,704	2,469	—	7,173
2019	4,426	75	295	—	4,796	2,882	—	7,678
2020	4,720	75	297	—	5,092	3,131	—	8,223

\* Amounts in the Budget Stabilization Account are used to prepay the succeeding year's debt service. Does not adjust for the impact of debt defeasances.

**NEW YORK CITY**  
**Five Year Expenditure Analysis**

(All Funds - \$ in Millions)

	2016	2017	2018	2019	2020
<b>Uniformed Forces</b>					
Police Department	\$5,504	\$5,110	\$5,154	\$5,207	\$5,218
Fire Department	2,036	1,900	1,886	1,891	1,893
Department of Correction	1,315	1,308	1,298	1,297	1,300
Department of Sanitation	1,547	1,638	1,661	1,669	1,671
<b>Health and Welfare</b>					
Admin. for Children Services	2,996	2,969	2,974	2,982	2,982
Department of Social Services	9,662	9,808	9,895	9,943	9,998
Dept. of Homeless Services	1,311	1,109	1,103	1,092	1,081
Dept Health & Mental Hygiene	1,445	1,410	1,430	1,444	1,442
<b>Other Mayoral</b>					
NY Public Library - Research	27	26	26	26	26
New York Public Library	133	126	127	127	127
Brooklyn Public Library	102	95	95	95	95
Queens Borough Public Library	101	96	96	96	96
Department for the Aging	317	280	279	279	279
Department of Cultural Affairs	173	146	145	145	145
Housing Preservation & Dev.	1,118	876	833	728	728
Dept of Environmental Prot.	1,543	1,231	1,186	1,152	1,145
Department of Finance	272	270	276	274	275
Department of Transportation	971	931	884	886	887
Dept of Parks and Recreation	491	459	461	461	461
Dept of Citywide Admin Srvc	1,238	1,189	1,158	1,154	1,155
All Other Mayoral	3,498	2,879	2,465	2,362	2,357
<b>Major Organizations</b>					
Department of Education	21,973	22,881	23,824	24,762	25,304
City University	1,057	986	1,004	1,029	1,037
Health and Hospitals Corp.	671	728	793	812	812
<b>Other</b>					
Citywide Pension Contributions	9,343	9,399	9,554	9,734	10,107
Miscellaneous	9,549	9,937	10,747	12,422	13,376
Debt Service	4,778	4,423	7,173	7,678	8,223
Prior Payable Adjustment	(400)	—	—	—	—
General Reserve	300	1,000	1,000	1,000	1,000
Energy Adjustment	(40)	6	56	92	132
Lease Adjustment	—	32	64	96	129
OTPS Inflation Adjustment	—	—	56	111	167
<b>Elected Officials</b>					
Mayoralty	131	123	121	125	125
All Other Elected	548	519	523	523	523
<b>Total Including Intra-City</b>					
	\$83,710	\$83,890	\$88,347	\$91,694	\$94,296
<b>Less: Intra-City Expenses</b>					
	(2,001)	(1,778)	(1,787)	(1,781)	(1,787)
<b>Total Excluding Intra-City</b>					
	<b>\$81,709</b>	<b>\$82,112</b>	<b>\$86,560</b>	<b>\$89,913</b>	<b>\$92,509</b>

**NEW YORK CITY**  
**Five Year Expenditure Analysis**  
(City Funds - \$ in Millions)

	2016	2017	2018	2019	2020
<b>Uniformed Forces</b>					
Police Department	\$4,864	\$4,832	\$4,890	\$4,944	\$4,954
Fire Department	1,683	1,677	1,663	1,669	1,670
Department of Correction	1,303	1,297	1,288	1,287	1,290
Department of Sanitation	1,522	1,613	1,636	1,643	1,646
<b>Health and Welfare</b>					
Admin. for Children Services	898	884	887	895	895
Department of Social Services	7,435	7,608	7,677	7,722	7,770
Dept. of Homeless Services	708	578	578	567	556
Dept Health & Mental Hygiene	549	625	644	658	658
<b>Other Mayoral</b>					
NY Public Library - Research	27	26	26	26	26
New York Public Library	132	126	127	127	127
Brooklyn Public Library	99	95	95	95	95
Queens Borough Public Library	100	96	96	96	96
Department for the Aging	196	168	169	170	170
Department of Cultural Affairs	166	145	144	144	144
Housing Preservation & Dev.	149	92	78	79	78
Dept of Environmental Prot.	1,187	1,126	1,101	1,082	1,075
Department of Finance	267	265	271	269	270
Department of Transportation	549	548	547	549	551
Dept of Parks and Recreation	363	357	358	358	358
Dept of Citywide Admin Srvces	310	297	265	262	263
All Other Mayoral	2,025	1,820	1,771	1,760	1,759
<b>Major Organizations</b>					
Department of Education	10,272	10,809	11,370	11,994	12,309
City University	718	699	717	742	750
Health and Hospitals Corp.	597	676	742	760	761
<b>Other</b>					
Citywide Pension Contributions	9,199	9,255	9,409	9,590	9,963
Miscellaneous	8,001	8,402	9,200	10,825	11,724
Debt Service	4,505	4,154	6,909	7,420	7,972
Prior Payable Adjustment	(400)	—	—	—	—
General Reserve	300	1,000	1,000	1,000	1,000
Energy Adjustment	(40)	6	56	92	132
Lease Adjustment	—	32	64	96	129
OTPS Inflation Adjustment	—	—	56	111	167
<b>Elected Officials</b>					
Mayoralty	85	86	86	86	86
All Other Elected	491	486	490	490	490
<b>Citywide Total</b>	<b>\$58,260</b>	<b>\$59,880</b>	<b>\$64,410</b>	<b>\$67,608</b>	<b>\$69,934</b>

## Revenue Detail

(\$ in Millions)

	2016	2017	2018	2019	2020
<b>Taxes:</b>					
• Real Property	\$22,556	\$23,873	\$25,145	\$26,474	\$27,722
• Personal Income	11,033	11,073	11,404	11,864	12,383
• General Corporation	3,654	4,160	4,266	4,345	4,441
• Banking Corporation	317	—	—	—	—
• Unincorporated Business	2,007	2,072	2,164	2,256	2,357
• Sale and Use	7,070	7,351	7,661	7,982	8,308
• Commercial Rent	770	805	840	875	910
• Real Property Transfer	1,569	1,606	1,625	1,683	1,734
• Mortgage Recording	1,028	1,055	1,065	1,095	1,122
• Utility	390	394	407	416	425
• Cigarette	48	47	46	45	44
• Hotel	548	550	563	569	580
• All Other	558	555	556	555	555
• Tax Audit Revenue	995	714	714	714	714
• State Tax Relief Program - STAR	812	797	800	804	808
<b>Total Taxes</b>	<b>\$53,355</b>	<b>\$55,052</b>	<b>\$57,256</b>	<b>\$59,677</b>	<b>\$62,103</b>
<b>Miscellaneous Revenue:</b>					
• Licenses, Franchises, Etc.	\$642	\$626	\$622	\$619	\$622
• Interest Income	46	61	105	138	142
• Charges for Services	975	951	951	951	951
• Water and Sewer Charges	1,531	1,472	1,439	1,399	1,359
• Rental Income	271	271	271	271	271
• Fines and Forfeitures	832	833	845	839	834
• Miscellaneous	619	629	657	792	926
• Intra-City Revenue	2,001	1,778	1,787	1,781	1,787
<b>Total Miscellaneous</b>	<b>\$6,917</b>	<b>\$6,621</b>	<b>\$6,677</b>	<b>\$6,790</b>	<b>\$6,892</b>

## Revenue Detail

(\$ in Millions)

	2016	2017	2018	2019	2020
Unrestricted Intergovernmental Aid	4	—	—	—	—
Reserve for Disallowance of Categorical Grants	(15)	(15)	(15)	(15)	(15)
Less: Intra City Revenue	(2,001)	(1,778)	(1,787)	(1,781)	(1,787)
<b>SUB TOTAL CITY FUNDS</b>	<b>\$58,260</b>	<b>\$59,880</b>	<b>\$62,131</b>	<b>\$64,671</b>	<b>\$67,193</b>
Other Categorical Grants	\$763	\$823	\$828	\$825	\$821
Inter Fund Agreements	606	632	573	573	572
<b>TOTAL CITY FUNDS &amp; CAPITAL BUDGET TRANSFERS</b>	<b>\$59,629</b>	<b>\$61,335</b>	<b>\$63,532</b>	<b>\$66,069</b>	<b>\$68,586</b>
<b>Federal Categorical Grants:</b>					
• Community Development	\$1,531	\$870	\$441	\$243	\$243
• Social Services	3,407	3,259	3,265	3,261	3,261
• Education	1,747	1,747	1,776	1,776	1,776
• Other	1,979	1,335	1,288	1,286	1,278
<b>Total Federal Grants</b>	<b>\$8,664</b>	<b>\$7,211</b>	<b>\$6,770</b>	<b>\$6,566</b>	<b>\$6,558</b>
<b>State Categorical Grants:</b>					
• Social Services	\$1,664	\$1,590	\$1,601	\$1,607	\$1,613
• Education	9,725	10,170	10,529	10,841	11,069
• Higher Education	271	271	271	271	271
• Department of Health and Mental Hygiene	544	497	498	498	498
• Other	1,212	1,038	1,080	1,124	1,173
<b>Total State Grants</b>	<b>\$13,416</b>	<b>\$13,566</b>	<b>\$13,979</b>	<b>\$14,341</b>	<b>\$14,624</b>
<b>TOTAL REVENUE</b>	<b>\$81,709</b>	<b>\$82,112</b>	<b>\$84,281</b>	<b>\$86,976</b>	<b>\$89,768</b>

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

	6/30/2016		6/30/2017		6/30/2018		6/30/2019	
	Total	City	Total	City	Total	City	Total	City
<b>MAYORAL AGENCIES:</b>								
<b>Uniform Forces:</b>								
Police Department - Uniform	35,780	35,780	35,780	35,780	35,780	35,780	35,780	35,780
Police Department - Civilian	17,612	17,511	17,529	17,509	17,555	17,535	17,555	17,535
Fire Department - Uniform	10,821	10,813	10,849	10,841	10,875	10,867	10,903	10,895
Fire Department - Civilian	5,701	5,684	5,762	5,747	5,763	5,748	5,763	5,748
Department of Correction - Uniform	10,195	10,195	10,220	10,220	10,220	10,220	10,220	10,220
Department of Correction - Civilian	2,191	2,183	2,191	2,183	2,176	2,168	2,176	2,168
Sanitation Department - Uniform	7,427	7,310	7,477	7,360	7,569	7,452	7,569	7,452
Sanitation Department - Civilian	2,386	2,265	2,398	2,277	2,430	2,309	2,430	2,309
<b>Subtotal</b>	<b>92,113</b>	<b>91,741</b>	<b>92,206</b>	<b>91,917</b>	<b>92,368</b>	<b>92,079</b>	<b>92,396</b>	<b>92,107</b>
<b>Health and Welfare:</b>								
Admin. For Children Services	7,293	7,124	7,355	7,186	7,356	7,187	7,356	7,187
Social Services	14,643	10,889	14,308	10,591	14,248	10,530	14,253	10,535
Homeless Services	2,641	2,582	2,428	2,428	2,427	2,427	2,427	2,427
Health and Mental Hygiene	6,748	5,024	6,645	5,267	6,638	5,277	6,633	5,278
<b>Subtotal</b>	<b>31,325</b>	<b>25,619</b>	<b>30,736</b>	<b>25,472</b>	<b>30,669</b>	<b>25,421</b>	<b>30,669</b>	<b>25,427</b>
<b>Other Agencies:</b>								
Housing Preservation and Development	2,483	763	2,462	763	2,453	763	2,429	763
Environmental Protection	6,332	244	6,377	244	6,416	244	6,381	244
Finance	2,180	2,168	2,176	2,164	2,171	2,159	2,171	2,159
Transportation	5,303	2,593	5,236	2,615	5,236	2,464	5,245	2,473
Parks	7,545	6,819	7,185	6,504	7,185	6,504	7,185	6,504
Citywide Administrative Services	2,434	1,768	2,415	1,748	2,416	1,749	2,416	1,749
All Other	21,290	17,700	20,539	17,207	20,358	17,139	20,311	17,127
<b>Subtotal</b>	<b>47,567</b>	<b>32,055</b>	<b>46,390</b>	<b>31,245</b>	<b>46,235</b>	<b>31,022</b>	<b>46,138</b>	<b>31,019</b>
<b>Education:</b>								
Department of Education - Pedagogical	115,081	92,019	115,554	91,992	116,007	91,945	116,144	92,082
Department of Education - Civilian	23,520	21,042	23,620	21,167	23,770	21,317	23,949	21,496
City University - Pedagogical	6,442	6,442	6,483	6,483	6,483	6,483	6,483	6,483
City University - Civilian	3,009	3,009	3,054	3,054	3,078	3,078	3,092	3,092
<b>Subtotal</b>	<b>148,052</b>	<b>122,512</b>	<b>148,711</b>	<b>122,696</b>	<b>149,338</b>	<b>122,823</b>	<b>149,668</b>	<b>123,153</b>
<b>Total</b>	<b>319,057</b>	<b>271,927</b>	<b>318,043</b>	<b>271,330</b>	<b>318,610</b>	<b>271,345</b>	<b>318,871</b>	<b>271,706</b>
<b>COVERED ORGANIZATIONS<sup>[1]</sup></b>								
Health and Hospitals Corporation	39,885	39,885	39,885	39,885	39,885	39,885	39,885	39,885
Housing Authority	11,369	—	11,265	—	11,022	—	10,990	—
Libraries	4,308	4,308	4,068	4,068	4,068	4,068	4,068	4,068
Cultural Institutions <sup>[2]</sup>	1,362	1,362	1,362	1,362	1,362	1,362	1,362	1,362
School Construction Authority	800	800	800	800	800	800	800	800
New York City Employees Retirement System	436	436	436	436	436	436	416	416
Economic Development Corporation	477	477	477	477	477	477	477	477
Teachers Retirement System	392	392	392	392	392	392	392	392
Police Pension Fund	142	142	144	144	146	146	148	148
All Other <sup>[3]</sup>	267	263	268	264	269	265	270	266
<b>Subtotal</b>	<b>59,438</b>	<b>48,065</b>	<b>59,097</b>	<b>47,828</b>	<b>58,857</b>	<b>47,831</b>	<b>58,808</b>	<b>47,814</b>
<b>Total</b>	<b>378,495</b>	<b>319,992</b>	<b>377,140</b>	<b>319,158</b>	<b>377,467</b>	<b>319,176</b>	<b>377,679</b>	<b>319,520</b>

[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.



---

# Expense Program

# Citywide Savings Program

(City Funds - \$ in 000's)

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b>UNIFORMED FORCES</b>					
Police	(\$7,042)	(\$1,164)	\$—	\$—	\$—
Sanitation	(39,815)	(6,776)	—	—	—
<b>HEALTH AND WELFARE</b>					
Admin. for Children's Services	(87,942)	(31,300)	(31,300)	(31,300)	(31,300)
Social Services	(95,513)	(10,519)	(11,025)	(11,557)	(12,116)
Homeless Services	—	(24,005)	(33,451)	(43,862)	(54,808)
Youth & Community Dev.	(2,091)	(1,621)	(2,021)	(2,021)	(2,021)
Health & Mental Hygiene	(42,475)	(1,500)	—	—	—
<b>OTHER MAYORAL</b>					
Finance	(1,695)	(1,910)	(437)	(437)	(437)
Transportation	(3,115)	(7,930)	(6,936)	(6,942)	(6,318)
Parks & Recreation	(500)	(500)	—	—	—
Citywide Admin. Services	(6,336)	(2,942)	(2,942)	(2,942)	(2,942)
All Other Agencies	(68,793)	(63,221)	(65,877)	(75,873)	(85,869)
<b>MAJOR ORGANIZATIONS</b>					
Education	(50,052)	(50,000)	—	—	—
CUNY	—	(3,000)	(3,000)	(3,000)	(3,000)
<b>OTHER</b>					
Debt Service	(398,681)	(8,029)	(22,918)	(27,290)	(24,379)
Procurement Savings	—	(55,519)	(55,519)	(55,519)	(55,519)
<b>TOTAL SAVINGS PROGRAM</b>	<b>(\$804,050)</b>	<b>(\$269,936)</b>	<b>(\$235,426)</b>	<b>(\$260,743)</b>	<b>(\$278,709)</b>

## AGENCY FIVE YEAR SUMMARY

### Police Department

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>Dollars</u></b>	<i>(City Funds in 000's)</i>				
Baseline Per November 2015 Plan	\$4,801,575	\$4,763,118	\$4,819,166	\$4,871,796	\$4,882,390
Citywide Savings Program	(7,043)	(1,165)	-	-	-
Expenditure Increases / Re-estimates	69,776	70,357	70,780	71,888	71,915
<b>January 2016 Financial Plan</b>	<b><u>\$4,864,308</u></b>	<b><u>\$4,832,310</u></b>	<b><u>\$4,889,946</u></b>	<b><u>\$4,943,684</u></b>	<b><u>\$4,954,305</u></b>
<b><u>Headcount</u></b>	<i>(City Funded)</i>				
Baseline Per November 2015 Plan	35,780 U	35,780 U	35,780 U	35,780 U	35,780 U
	15,299 C	15,299 C	15,299 C	15,299 C	15,299 C
Expenditure Increases / Re-estimates	556 C	368 C	368 C	368 C	368 C
<b>January 2016 Financial Plan</b>	<b><u>35,780 U</u></b>	<b><u>35,780 U</u></b>	<b><u>35,780 U</u></b>	<b><u>35,780 U</u></b>	<b><u>35,780 U</u></b>
	<b><u>15,855 C</u></b>	<b><u>15,667 C</u></b>	<b><u>15,667 C</u></b>	<b><u>15,667 C</u></b>	<b><u>15,667 C</u></b>

C = Civilian U = Uniform

## Citywide Savings Program

### Police Department

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>Victim Advocate Contract</u></b> Savings due to contractual delays.		(2,308)	--	--	--	--
<b><u>Civilianization - Crime Analysts</u></b> Savings tied to civilianization as a result of using the Statistician Level III title.		(170)	(526)	--	--	--
<b><u>Civilianization - Auto Service Workers</u></b> Savings tied to civilianization as a result of using the Automotive Service Worker title.		(297)	(639)	--	--	--
<b><u>PS Accruals</u></b> PS accruals as a result of hiring delays.		(872)	--	--	--	--
<b><u>Police Cadets Savings</u></b> Savings due to a hiring delay in the first half of FY16.		(3,396)	--	--	--	--
<b>Total Agency: Citywide Savings Program</b>		<b>(7,043)</b>	<b>(1,165)</b>	--	--	--

## Expenditure Increases/Re-estimates

### Police Department

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>Cleaning Contract Expansion</u></b> One cleaning per year at each Transit District and Housing Bureau Police Service Area.		120	120	120	120	120
<b><u>Lease Adjustment</u></b> Lease adjustment.		98	98	--	--	--
<b><u>Expansion of Traffic Enforcement Agents</u></b> Additional TEAs to provide full, weeklong coverage at priority posts.	327 C	6,047	12,094	12,094	12,094	12,094
<b><u>School Crossing Guards</u></b> Baseline the additional 80 School Crossing Guards initially funded for FY16 only as part of FY16 Adoption.		--	1,144	1,144	1,144	1,144
<b><u>Municipal Separate Storm Sewer Systems (MS4) Coordinator</u></b> A coordinator to oversee the development of a storm water management program and compliance with MS4 permit guidelines.	1 C	50	100	100	100	100
<b><u>Information Technology Bureau Funding</u></b> Battery replacement, radio system maintenance, and radio technician support. Additional positions to support PSAC 1, PSAC2 and technology refresh project management.	9 C	8,774	7,125	7,612	8,720	8,747
<b><u>Tasers</u></b> Purchase additional Tasers and provide lifecycle replacement.		1,000	1,000	1,000	1,000	1,000
<b><u>Fiber Network Maintenance</u></b> Maintenance of the Fiber Network.		2,544	2,544	2,544	2,544	2,544
<b><u>Gunshot Detection Expansion</u></b> Expansion of the gunshot detection system.		3,000	3,000	3,000	3,000	3,000

## Expenditure Increases/Re-estimates

### Police Department

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>Police Communication Technician Supervisors</u></b> Additional Police Communications Technician (PCT) supervisors to implement new programs and procedures that will enhance the 911 system.	31 C	939	1,878	1,878	1,878	1,878
<b><u>ECTP funding transfer from DoITT to NYPD</u></b>	4 C	400	400	400	400	400
<b><u>Vehicles and Equipment</u></b> Additional OTPS funding for vehicles and equipment.		6,020	--	--	--	--
<b><u>Intra-City Revenue Take Down</u></b> Intra-city revenue take down.	(4) C	--	--	--	--	--
<b><u>PBA Collective Bargaining Increase</u></b> PBA collective bargaining increase.		40,490	40,490	40,490	40,490	40,490
<b><u>L237 Maintenance Worker Collective Bargaining Increase</u></b> L237 Maintenance Worker collective bargaining increase.		262	327	358	358	358
<b><u>L237 Horseshoers Collective Bargaining Increase</u></b> L237 Horseshoers collective bargaining increase.		14	16	19	19	19
<b><u>L237 Roofers Collective Bargaining Increase</u></b> L237 Roofers collective bargaining increase.		18	21	21	21	21
<b>Total Agency: Expenditure Increases/Re-estimates</b>	<b>368 C</b>	<b>69,776</b>	<b>70,357</b>	<b>70,780</b>	<b>71,888</b>	<b>71,915</b>

## AGENCY FIVE YEAR SUMMARY

### Fire Department

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>Dollars</u></b>	<i>(City Funds in 000's)</i>				
Baseline Per November 2015 Plan	\$1,615,515	\$1,584,488	\$1,560,590	\$1,563,429	\$1,563,429
Expenditure Increases / Re-estimates	67,553	92,724	102,676	105,179	106,839
<b>January 2016 Financial Plan</b>	<b><u>\$1,683,068</u></b>	<b><u>\$1,677,212</u></b>	<b><u>\$1,663,266</u></b>	<b><u>\$1,668,608</u></b>	<b><u>\$1,670,268</u></b>
<b><u>Headcount</u></b>	<i>(City Funded)</i>				
Baseline Per November 2015 Plan	10,782 U	10,782 U	10,782 U	10,782 U	10,782 U
	5,599 C	5,599 C	5,599 C	5,599 C	5,599 C
Expenditure Increases / Re-estimates	31 U	59 U	85 U	113 U	113 U
	36 C	97 C	97 C	97 C	97 C
<b>January 2016 Financial Plan</b>	<b>10,813 U</b>	<b>10,841 U</b>	<b>10,867 U</b>	<b>10,895 U</b>	<b>10,895 U</b>
	<b><u>5,635 C</u></b>	<b><u>5,696 C</u></b>	<b><u>5,696 C</u></b>	<b><u>5,696 C</u></b>	<b><u>5,696 C</u></b>

C = Civilian U = Uniform



## Expenditure Increases/Re-estimates

### Fire Department

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>EMS Training Staff and Medical Support Staff</u></b> Funding to support state mandated immobilization training for EMS personnel and additional instructors and training materials for the EMS Academy. Funding will also support additional positions for the Office of Medical Affairs to help address increased EMS call volume.	23 C	994	1,461	1,461	1,461	1,461
<b><u>Rikers Island EMS Tours</u></b> Funding to support 3 Advanced Life Support (ALS) and 3 Basic Life Support (BLS) EMS ambulance tours at Rikers Island.	24 C	749	1,394	1,306	1,337	1,472
<b><u>Volunteer Worker's Compensation Claims</u></b> Funding to support the increase in Worker's Compensation claims filed by 5 volunteer Fire companies.		14	14	14	14	14
<b><u>EMS Ambulance Tours</u></b> Funding for 9 Advanced Life Support (ALS) tours to help maintain existing EMS service levels.	37 C	2,466	2,592	2,325	2,396	2,598
<b><u>Build It Back Program</u></b> Funding for two lieutenants to review applications related to the Build it Back program.	2 U	112	221	--	--	--
<b><u>Legionnaires Overtime</u></b> Overtime for Fire Department personnel who were involved with the efforts tied to the Legionnaires outbreak this past summer.		1,714	--	--	--	--
<b><u>Recruitment Staffing</u></b> Additional personnel for the EEO Office to perform its legal and statutory obligations. Also, OTPS funding for an enhanced IT security system and for a court mandated candidate tracking system.	3 C	373	659	167	167	167

## Expenditure Increases/Re-estimates

### Fire Department

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>Technology OTPS</u></b> OTPS funding for capitally ineligible expenses and consultant costs for an asset management system. Also, funding for the replacement of the current Fire Prevention Information Management System (FPIMS) infrastructure which has reached the end of its useful life.		867	751	--	--	--
<b><u>Fleet Services</u></b> Funding for 1 additional Supervisor of Mechanics to coordinate efforts in the Department's automotive parts room.	1 C	22	90	90	90	90
<b><u>Bureau of Facilities</u></b> Funding for 1 painter and additional OTPS for increasing contractual needs for the Bureau of Facilities.	1 C	1,251	1,269	1,269	1,269	1,269
<b><u>MWBE Procurement Analyst</u></b> Funding for 1 Administrative Procurement Analyst related to the M/WBE program.	1 C	13	59	59	59	59
<b><u>Bureau of Management Analysis and Planning</u></b> Funding for 6 additional positions for the Bureau of Management Analysis and Planning.	1 U 5 C	119	439	439	439	439
<b><u>Bureau of Legal Affairs</u></b> Funding for 2 Agency Attorneys for the Bureau of Legal Affairs to address increased workload.	2 C	45	180	180	180	180
<b><u>Fire Alarm Dispatch</u></b> Funding tied to mandatory training of Fire Alarm Dispatchers.		142	177	--	--	--
<b><u>Backpay for Fair Labor Standards Act (FLSA) Case Settlement</u></b> Backpay for Fair Labor Standards Act (FLSA) Case Settlement.		752	--	--	--	--
<b><u>EMS Supervisor Fly Cars Pilot</u></b> Funding to support creation of non-transporting Advanced Life Support (ALS) Fly Cars to respond to ALS calls and reduce response times.		1,382	1,019	--	--	--

## Expenditure Increases/Re-estimates

### Fire Department

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>EMS Tactical Response Pilot</u></b> Funding to support 5 Basic Life Support (BLS) EMS ambulance tours to serve as tactical response groups. These new tours will be deployed in neighborhoods experiencing heavy call volume.		480	354	--	--	--
<b><u>Cement Masons - L237</u></b> City funding for Cement Masons - L237 labor contract settlement.		17	20	20	20	20
<b><u>Maintenance Worker - L237</u></b> City funding for Maintenance Worker - L237 labor contract settlement.		12	15	16	16	16
<b><u>Roofers - L237</u></b> City funding for Roofers - L237 labor contract settlement.		7	8	8	8	8
<b><u>UFA Collective Bargaining</u></b> City funding for UFA labor contract settlement.	56 U	56,022	82,002	95,322	97,723	99,046
<b>Total Agency: Expenditure Increases/Re-estimates</b>	<b>59 U 97 C</b>	<b>67,553</b>	<b>92,724</b>	<b>102,676</b>	<b>105,179</b>	<b>106,839</b>

## AGENCY FIVE YEAR SUMMARY

### Department of Correction

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>Dollars</u></b>	<i>(City Funds in 000's)</i>				
Baseline Per November 2015 Plan	\$1,237,185	\$1,189,678	\$1,189,507	\$1,192,957	\$1,195,507
Expenditure Increases / Re-estimates	65,321	107,800	98,760	94,082	94,082
<b>January 2016 Financial Plan</b>	<b><u>\$1,302,506</u></b>	<b><u>\$1,297,478</u></b>	<b><u>\$1,288,267</u></b>	<b><u>\$1,287,039</u></b>	<b><u>\$1,289,589</u></b>
<b><u>Headcount</u></b>	<i>(City Funded)</i>				
Baseline Per November 2015 Plan	9,653 U	9,678 U	9,678 U	9,678 U	9,678 U
	1,882 C	1,881 C	1,866 C	1,866 C	1,866 C
Expenditure Increases / Re-estimates	542 U	542 U	542 U	542 U	542 U
	255 C	255 C	255 C	255 C	255 C
<b>January 2016 Financial Plan</b>	<b>10,195 U</b>	<b>10,220 U</b>	<b>10,220 U</b>	<b>10,220 U</b>	<b>10,220 U</b>
	<b><u>2,137 C</u></b>	<b><u>2,136 C</u></b>	<b><u>2,121 C</u></b>	<b><u>2,121 C</u></b>	<b><u>2,121 C</u></b>

C = Civilian U = Uniform

## Expenditure Increases/Re-estimates

### Department of Correction

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>Expedited Camera Installation</u></b> Overtime related to expedited camera installation in housing areas (escorts and inmate movement). This is part of the 14 Point Reform Agenda.		3,793	3,793	--	--	--
<b><u>Expanded Reporting Requirements for Council Bills</u></b> Additional staff and application development to comply with four City Council Bills. Local Law 84 of 2015, Local Law 88 of 2015, and Local Law 90 of 2015 require additional quarterly or monthly reporting to Council. Local Law 91 of 2015 requires expanded use of Language Line.	4 U 4 C	1,194	763	763	763	763
<b><u>5 Hours of Programming per Day for Adults</u></b> Expansion of adult inmate programming to 5 hours per day. This is part of the 14 Point Reform Agenda.	71 U 81 C	6,098	21,995	21,836	21,836	21,836
<b><u>Model Facility Staffing (GRVC)</u></b> Increased staffing for the GRVC Model facility. This is part of the 14 Point Reform Agenda.	147 U 12 C	6,309	12,618	12,618	12,618	12,618
<b><u>Tablets for Targeted Training</u></b> Tablets for use as training aids for correction officer recruits. This is part of the 14 Point Reform Agenda.		854	556	556	556	556
<b><u>Arrest Unit</u></b> Creation of an on-site unit to arrest inmates who commit violent acts.	7 U 2 C	788	765	765	765	765
<b><u>Staffing for new DCJC</u></b> Security staff required due to the layout of the newly opened Donald Cranston Judicial Center.	15 U	1,003	1,204	1,204	1,204	1,204
<b><u>Nunez Settlement</u></b> Additional staffing within the Applicant Investigation Unit, Academy, Investigation, Trials & Litigation, Legal, and Information Technology divisions, as well as expanded young adult staffing and OTPS related to the Nunez settlement.	298 U 131 C	39,029	58,299	53,207	48,529	48,529

## Expenditure Increases/Re-estimates

### Department of Correction

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>Other Adjustments</u></b> Expansion of the Engineering Audit Office, Co-Gen maintenance contracts, Stormwater Compliance staffing, PREA compliance staffing, short term programming for adults, and Civilian Senior Correctional Administrators.	25 C	6,009	7,484	7,484	7,484	7,484
<b><u>CEO Funding Adjustment</u></b> CEO funding adjustment.		--	24	--	--	--
<b><u>Cement Masons (L237) CBA</u></b> Cement Masons (L237) CBA		8	9	9	9	9
<b><u>Maintenance Worker (L237) CBA</u></b> Maintenance Worker (L237) CBA		230	282	308	308	308
<b><u>Mason's Helper (L237) CBA</u></b> Mason's Helper (L237) CBA		6	8	10	10	10
<b>Total Agency: Expenditure Increases/Re-estimates</b>	<b>542 U 255 C</b>	<b>65,321</b>	<b>107,800</b>	<b>98,760</b>	<b>94,082</b>	<b>94,082</b>

## AGENCY FIVE YEAR SUMMARY

### Department of Sanitation

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>Dollars</u></b>	<i>(City Funds in 000's)</i>				
Baseline Per November 2015 Plan	\$1,550,700	\$1,611,263	\$1,632,355	\$1,640,311	\$1,642,577
Citywide Savings Program	(39,815)	(6,776)	-	-	-
Expenditure Increases / Re-estimates	10,922	8,461	3,428	3,036	3,126
<b>January 2016 Financial Plan</b>	<b><u>\$1,521,807</u></b>	<b><u>\$1,612,948</u></b>	<b><u>\$1,635,783</u></b>	<b><u>\$1,643,347</u></b>	<b><u>\$1,645,703</u></b>
<b><u>Headcount</u></b>	<i>(City Funded)</i>				
Baseline Per November 2015 Plan	7,310 U	7,445 U	7,445 U	7,445 U	7,445 U
	2,135 C	2,178 C	2,178 C	2,178 C	2,178 C
Citywide Savings Program	-	(92) U	-	-	-
	-	(32) C	-	-	-
Expenditure Increases / Re-estimates	-	7 U	7 U	7 U	7 U
	8 C	8 C	8 C	8 C	8 C
<b>January 2016 Financial Plan</b>	<b>7,310 U</b>	<b>7,360 U</b>	<b>7,452 U</b>	<b>7,452 U</b>	<b>7,452 U</b>
	<b><u>2,143 C</u></b>	<b><u>2,154 C</u></b>	<b><u>2,186 C</u></b>	<b><u>2,186 C</u></b>	<b><u>2,186 C</u></b>

C = Civilian U = Uniform



## Citywide Savings Program

### Department of Sanitation

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>Waste Export Surplus</u></b> Sanitation anticipates waste export savings.		(9,994)	--	--	--	--
<b><u>MTS Operations Delay</u></b> Due to the current construction timeline not all Marine Transfer Stations will be staffed in FY 2017.	(92) U (32) C	--	(6,776)	--	--	--
<b><u>Fresh Kills Landfill Closure</u></b> Sanitation projects a surplus in Fresh Kills Landfill Closure funding due to a delayed permit renewals and modifications which resulted in changes to the storm water discharge system.		(29,821)	--	--	--	--
<b>Total Agency: Citywide Savings Program</b>	(92) U (32) C	(39,815)	(6,776)	--	--	--

## Expenditure Increases/Re-estimates

### Department of Sanitation

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>City Service Corps (DSNY)</u></b>		(64)	(17)	--	--	--
<b><u>Organics Collection Program</u></b>	7 U	7,492	3,459	1,188	949	1,039
Sanitation will expand the curbside organics collection program and continue the curbside and school organics collection programs.						
<b><u>Fall Leaf Collection Program</u></b>		--	815	--	--	--
Fall leaf and yard waste collection program.						
<b><u>Facility Improvements</u></b>		320	320	320	320	320
Sanitation will incur expense costs for contractor work associated with improvements to facilities.						
<b><u>Manhattan 1/2/5 Cleaning Staff</u></b>	6 C	51	208	209	209	209
Sanitation will hire staff to clean the new Manhattan 1/2/5 Garage.						
<b><u>Human Resources Staff</u></b>	1 C	19	38	38	38	38
DSNY will hire an additional staff member in the Bureau of Human Resources.						
<b><u>Facility Repairs</u></b>		--	290	--	--	--
Sanitation will perform capitally-ineligible repair work at facilities.						
<b><u>Manhole Cover Replacement</u></b>		300	350	--	--	--
Sanitation will replace covers on fuel storage tanks.						
<b><u>Underground Storage Tank Study</u></b>		250	250	--	--	--
Sanitation will perform a study to assess whether work is required to bring underground fuel storage tanks into compliance with new Federal regulations.						
<b><u>Great Kills Remediation Study</u></b>		300	--	--	--	--
Funding to comply with the legal mandate of a remediation study for the Great Kills site on behalf of the Mayor's Office of Recovery & Resiliency.						

## Expenditure Increases/Re-estimates

### Department of Sanitation

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>MS4 Requirements Study</u></b> Funding for a study to assess potential actions the City must take in order to comply with Municipal Separate Storm Sewer System regulations. The MS4 permit requires the City to enforce a regulatory program to control storm water during and after facility construction.		--	200	--	--	--
<b><u>Queens 7 Parking Lease</u></b> The Department will lease space to park vehicles assigned to Queens District 7.		225	300	300	300	300
<b><u>Records Manager</u></b> Funding to hire a records manager.	1 C	38	75	75	75	75
<b><u>Commercial Waste Collection Study</u></b> Funding to conduct a comprehensive study of commercial waste collection zones.		1,000	--	--	--	--
<b><u>Handheld Radio Replacement</u></b> Funding for replacement of handheld radios.		--	400	--	--	--
<b><u>L237 Cement Masons Collective Bargaining</u></b> City funding for the L237 Cement Masons labor settlement.		38	43	43	43	43
<b><u>L237 Maintenance Workers Collective Bargaining</u></b> City funding for L237 Maintenance Workers labor settlement.		111	129	141	141	141
<b><u>Sanitation Chiefs</u></b> Sanitation Chiefs overtime.		573	927	945	961	961
<b><u>Office Lease</u></b> DSNY will lease office space for the Bureau of Information Technology to alleviate overcrowding.		225	674	169	--	--

## Expenditure Increases/Re-estimates

### Department of Sanitation

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>Member Item Reallocation</u></b>		44	--	--	--	--
Member Item Reallocation						
<b>Total Agency: Expenditure Increases/Re-estimates</b>	<b>7 U 8 C</b>	<b>10,922</b>	<b>8,461</b>	<b>3,428</b>	<b>3,036</b>	<b>3,126</b>

## AGENCY FIVE YEAR SUMMARY

### Administration for Children's Services

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>Dollars</u></b>	<i>(City Funds in 000's)</i>				
Baseline Per November 2015 Plan	\$917,038	\$910,539	\$914,184	\$922,371	\$922,371
Citywide Savings Program	(87,942)	(31,300)	(31,300)	(31,300)	(31,300)
Expenditure Increases / Re-estimates	69,152	4,599	3,698	3,698	3,698
<b>January 2016 Financial Plan</b>	<b><u><u>\$898,248</u></u></b>	<b><u><u>\$883,838</u></u></b>	<b><u><u>\$886,582</u></u></b>	<b><u><u>\$894,769</u></u></b>	<b><u><u>\$894,769</u></u></b>
<b><u>Headcount</u></b>	<i>(City Funded)</i>				
Baseline Per November 2015 Plan	7,061	7,065	7,065	7,065	7,065
Expenditure Increases / Re-estimates	-	57	57	57	57
<b>January 2016 Financial Plan</b>	<b><u><u>7,061</u></u></b>	<b><u><u>7,122</u></u></b>	<b><u><u>7,122</u></u></b>	<b><u><u>7,122</u></u></b>	<b><u><u>7,122</u></u></b>

## Citywide Savings Program

### Administration for Children's Services

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<p><b><u>Improved Cost Allocation</u></b> Increased State revenues resulting from improvements in cost allocation rates over time.</p>		(21,000)	(30,000)	(30,000)	(30,000)	(30,000)
<p><b><u>Child Care Vouchers</u></b> Improvements to data matching will help ensure that children enrolled in multiple programs are issued a voucher that appropriately meets their level of need.</p>		--	(1,300)	(1,300)	(1,300)	(1,300)
<p><b><u>Fringe Benefits Reimbursement</u></b> Federally negotiated fringe reimbursement rate will result in additional revenues.</p>		(66,942)	--	--	--	--
<b>Total Agency: Citywide Savings Program</b>		<b>(87,942)</b>	<b>(31,300)</b>	<b>(31,300)</b>	<b>(31,300)</b>	<b>(31,300)</b>

## Expenditure Increases/Re-estimates

### Administration for Children's Services

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>Close to Home Monitoring</u></b> Funding to increase the frequency of site visits and enhance program support.	35	--	1,622	1,468	1,468	1,468
<b><u>ThriveNYC: Trauma Informed Care in Early Learn</u></b> Funding to provide training and ongoing support to Early Learn providers to better address the social service needs of the 39,000 children and families they serve.	22	--	2,977	2,230	2,230	2,230
<b><u>Funding Transfer</u></b>		1,960	--	--	--	--
<b><u>Fringe Benefits Reimbursement</u></b> Adjustment to Fringe Benefits Reimbursement to reflect the savings in the Miscellaneous budget.		66,942	--	--	--	--
<b><u>Local Initiatives</u></b>		250	--	--	--	--
<b>Total Agency: Expenditure Increases/Re-estimates</b>	<b>57</b>	<b>69,152</b>	<b>4,599</b>	<b>3,698</b>	<b>3,698</b>	<b>3,698</b>

## AGENCY FIVE YEAR SUMMARY

### Department of Social Services

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>Dollars</u></b>	<i>(City Funds in 000's)</i>				
Baseline Per November 2015 Plan	\$7,620,757	\$7,716,471	\$7,744,035	\$7,741,996	\$7,741,996
Citywide Savings Program	(95,513)	(10,519)	(11,025)	(11,557)	(12,116)
Expenditure Increases / Re-estimates	(90,655)	(97,651)	(56,405)	(8,938)	40,461
<b>January 2016 Financial Plan</b>	<b><u>\$7,434,589</u></b>	<b><u>\$7,608,301</u></b>	<b><u>\$7,676,605</u></b>	<b><u>\$7,721,501</u></b>	<b><u>\$7,770,341</u></b>
<b><u>Headcount</u></b>	<i>(City Funded)</i>				
Baseline Per November 2015 Plan	10,704	10,261	10,239	10,239	10,239
Citywide Savings Program	-	(194)	(207)	(221)	(236)
Expenditure Increases / Re-estimates	150	521	495	514	533
<b>January 2016 Financial Plan</b>	<b><u>10,854</u></b>	<b><u>10,588</u></b>	<b><u>10,527</u></b>	<b><u>10,532</u></b>	<b><u>10,536</u></b>



## Citywide Savings Program

### Department of Social Services

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>One-Time Revenue</u></b> Prior year revenue without an associated receivable.		(23,575)	--	--	--	--
<b><u>Fringe Benefits Reimbursement</u></b> Federally negotiated fringe reimbursement rate will result in additional revenues.		(70,338)	--	--	--	--
<b><u>Administrative Efficiencies</u></b> Savings from efficiencies in temporary services and consultant contracts.		(400)	(2,000)	(2,000)	(2,000)	(2,000)
<b><u>Improved Cash Assistance Reimbursement</u></b> Increased federal reimbursement for cash assistance costs as a result of improved data matching.		(1,200)	(1,200)	(1,200)	(1,200)	(1,200)
<b><u>End the Epidemic</u></b> Funding to expand HIV/AIDS services, rental assistance, and nutrition and transportation benefits to decrease HIV/AIDS prevalence and increase economic security.	(194)	--	(7,319)	(7,825)	(8,357)	(8,916)
<b>Total Agency: Citywide Savings Program</b>	<b>(194)</b>	<b>(95,513)</b>	<b>(10,519)</b>	<b>(11,025)</b>	<b>(11,557)</b>	<b>(12,116)</b>

## Expenditure Increases/Re-estimates

### Department of Social Services

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>Subsidized Jobs for Homeless Clients</u></b> Funding to support the placement of 500 clients from shelter into transitional jobs and permanent housing.	6	603	1,205	1,205	1,205	1,205
<b><u>Anti-Eviction Legal Services Expansion</u></b> Funding to expand anti-eviction legal services to target ten high need communities.		--	9,220	12,293	12,293	12,293
<b><u>Shelter Move-Out Assistance</u></b> Extends landlord bonus, enhanced brokers fees, and other supports for households moving out of shelter into permanent housing.		18,252	2,500	2,500	2,500	2,500
<b><u>Three-Quarter Housing Project</u></b> Funding to address conditions in three-quarter houses and transition individuals into other housing where necessary.	20	7,931	4,515	4,515	4,515	4,515
<b><u>Public Engagement</u></b> Funding to continue efforts to raise awareness of tenant rights.	59	2,389	5,336	5,336	5,336	5,336
<b><u>Adult Protective Services</u></b> Additional funding to provide legal guardianship services to adults who are unable to care for themselves.		526	1,131	1,131	1,131	1,131
<b><u>Reasonable Accommodations for Disabled Cash Assistance Clients</u></b> Funding to improve assessments and services for cash assistance clients with disabilities.	38	2,539	3,281	1,046	1,046	1,046
<b><u>HHS Connect Maintenance</u></b> Funding to support upgrades for ACCESSNYC.		2,146	1,123	--	--	--
<b><u>Teen Relationship Abuse and Prevention Program</u></b> Funding to maintain enhanced programming at 30 schools.		--	806	806	806	806
<b><u>Medicaid Funding Transfer to HHC</u></b> Preserves HHC's local share of supplemental Medicaid for which there is no longer a federal match.		(204,000)	(204,000)	(204,000)	(204,000)	(204,000)

## Expenditure Increases/Re-estimates

### Department of Social Services

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>Housing for Homeless Veterans</u></b> Funding for supportive housing services for formerly homeless veterans.		2,069	2,920	2,920	2,920	2,920
<b><u>Member Item</u></b> Member Item		25	--	--	--	--
<b><u>Funding Realignment</u></b>		387	--	--	--	--
<b><u>Fringe Benefits Adjustment</u></b> Adjustment to Fringe Benefits Reimbursement to reflect the savings in the Miscellaneous budget.		70,338	--	--	--	--
<b><u>IDNYC</u></b> Funding for ongoing staffing and support of the IDNYC program.	80	--	7,632	5,837	5,837	5,837
<b><u>Community Schools Immigration Legal Services</u></b> Funding to provide immigration legal services on site at 25 community schools.	1	125	271	271	271	271
<b><u>CEO Funding Adjustment</u></b> Realigns funding from Miscellaneous Budget to support Paycheck Plus, Evaluation, Works Progress, and Connections to Care programs.	6	--	6,847	--	--	--
<b><u>Domestic Violence Shelter Expansion</u></b> Funding for additional shelter beds for survivors of domestic violence.	23	2,947	4,564	9,052	9,052	9,052
<b><u>End the Epidemic</u></b> Funding to expand HIV/AIDS services, rental assistance, and nutrition and transportation benefits to decrease HIV/AIDS prevalence and increase economic security.	218	--	26,279	32,103	38,119	44,446

## Expenditure Increases/Re-estimates

### Department of Social Services

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>Infoline</u></b> Expansion of HRA call center to address client concerns related to the condition of homeless shelters in a timely manner.	50	1,084	2,092	2,092	2,092	2,092
<b><u>LINC for NYCHA Tenants</u></b> Funding to support the placement of homeless families into public housing.		--	9,000	18,360	28,091	38,203
<b><u>Subsidized Jobs for Homeless Clients</u></b> Transfers existing funding from DHS to support transitional jobs program for 500 participants.		1,700	3,400	3,400	3,400	3,400
<b><u>Supportive Housing</u></b> Funding and administrative staff for the operation of 15,000 new units of supportive housing to be developed over the next 15 years.	10	272	13,154	43,654	75,374	108,334
<b><u>ThriveNYC: Veterans Outreach</u></b> Funding for Veterans Service Officers to conduct outreach and link veterans to federal and City benefits.	10	--	560	560	560	560
<b><u>YMI Funding Adjustment</u></b> Funding for the ongoing evaluation of the Young Mens Initiative (YMI).		--	500	500	500	500
<b><u>Collective Bargaining - Maintenance Workers L237</u></b>		5	5	6	6	6
<b><u>Collective Bargaining - Cement Masons L237</u></b>		7	8	8	8	8
<b>Total Agency: Expenditure Increases/Re-estimates</b>	<b>521</b>	<b>(90,655)</b>	<b>(97,651)</b>	<b>(56,405)</b>	<b>(8,938)</b>	<b>40,461</b>

## AGENCY FIVE YEAR SUMMARY

### Department of Homeless Services

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>Dollars</u></b>	<i>(City Funds in 000's)</i>				
Baseline Per November 2015 Plan	\$645,676	\$568,100	\$577,275	\$577,028	\$577,028
Citywide Savings Program	-	(24,005)	(33,451)	(43,862)	(54,808)
Expenditure Increases / Re-estimates	62,747	33,817	33,821	33,821	33,821
<b>January 2016 Financial Plan</b>	<b><u><u>\$708,423</u></u></b>	<b><u><u>\$577,912</u></u></b>	<b><u><u>\$577,645</u></u></b>	<b><u><u>\$566,987</u></u></b>	<b><u><u>\$556,041</u></u></b>
<b><u>Headcount</u></b>	<i>(City Funded)</i>				
Baseline Per November 2015 Plan	2,301	2,256	2,255	2,255	2,255
Expenditure Increases / Re-estimates	279	171	171	171	171
<b>January 2016 Financial Plan</b>	<b><u><u>2,580</u></u></b>	<b><u><u>2,427</u></u></b>	<b><u><u>2,426</u></u></b>	<b><u><u>2,426</u></u></b>	<b><u><u>2,426</u></u></b>

## Citywide Savings Program

### Department of Homeless Services

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<p><b><u>End the Epidemic Shelter Savings</u></b>                      Shelter savings anticipated from expansion of HIV/AIDS services to individuals who are homeless or at risk of homelessness.</p>		--	(20,295)	(22,051)	(24,352)	(26,748)
<p><b><u>Supportive Housing Shelter Savings</u></b>                      Shelter savings anticipated from the placement of 15,000 individuals in newly created supportive housing units.</p>		--	(3,710)	(11,400)	(19,510)	(28,060)
<b>Total Agency: Citywide Savings Program</b>		--	(24,005)	(33,451)	(43,862)	(54,808)

## Expenditure Increases/Re-estimates

### Department of Homeless Services

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>Support for Homeless Veterans</u></b> Funding for enhanced services to help reduce homelessness among veterans.	3	1,600	700	700	700	700
<b><u>Adult Shelter Programming</u></b> Funding for on-site shelter programming at single adult shelters to help keep clients engaged during the day.	81	8,892	16,925	16,925	16,925	16,925
<b><u>Shelter Repairs and Maintenance</u></b> Funding to support multi-agency efforts to improve conditions in DHS shelters.	20	6,550	7,654	7,654	7,654	7,654
<b><u>Homeless Prevention for Single Adults</u></b> Funding to expand Homebase and provide prevention services to additional single adults.		2,408	4,408	4,408	4,408	4,408
<b><u>Collective Bargaining - Cement Masons L237</u></b>		65	76	76	76	76
<b><u>Collective Bargaining - Maintenance Workers L237</u></b>		37	45	49	49	49
<b><u>"NYC SAFE" and Shelter Security</u></b> Funding for enhanced clinical services and additional security at single adult shelters.	67	10,498	7,409	7,409	7,409	7,409
<b><u>Shelter Provider Bonus</u></b> Funding for a financial incentive for shelter providers to move families and individuals out of shelter and into permanent housing.		1,647	--	--	--	--
<b><u>Shelter Re-estimate</u></b> Re-estimate of adult shelter costs. In December 2015, there were an average of 12,781 single adults in shelter.		32,496	--	--	--	--





## AGENCY FIVE YEAR SUMMARY

### Department of Youth and Community Development

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>Dollars</u></b>	<i>(City Funds in 000's)</i>				
Baseline Per November 2015 Plan	\$418,774	\$292,704	\$292,047	\$291,750	\$291,750
Citywide Savings Program	(2,091)	(1,621)	(2,021)	(2,021)	(2,021)
Expenditure Increases / Re-estimates	1,919	16,837	9,805	14,740	14,740
<b>January 2016 Financial Plan</b>	<b><u><u>\$418,602</u></u></b>	<b><u><u>\$307,920</u></u></b>	<b><u><u>\$299,831</u></u></b>	<b><u><u>\$304,469</u></u></b>	<b><u><u>\$304,469</u></u></b>
<b><u>Headcount</u></b>	<i>(City Funded)</i>				
Baseline Per November 2015 Plan	447	439	439	439	439
Expenditure Increases / Re-estimates	2	11	6	8	8
<b>January 2016 Financial Plan</b>	<b><u><u>449</u></u></b>	<b><u><u>450</u></u></b>	<b><u><u>445</u></u></b>	<b><u><u>447</u></u></b>	<b><u><u>447</u></u></b>

## Citywide Savings Program

### Department of Youth and Community Development

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>Space Consolidation</u></b> Savings from a consolidation of administrative office space.		--	(600)	(1,000)	(1,000)	(1,000)
<b><u>Administrative Efficiencies</u></b> Savings from a reduction in phone and IT maintenance costs.		(991)	(1,021)	(1,021)	(1,021)	(1,021)
<b><u>Current Year Underspending</u></b> Agencywide surplus needs analysis projects underspending against the budget in the current year.		(1,100)	--	--	--	--
<b>Total Agency: Citywide Savings Program</b>		<b>(2,091)</b>	<b>(1,621)</b>	<b>(2,021)</b>	<b>(2,021)</b>	<b>(2,021)</b>

## Expenditure Increases/Re-estimates

### Department of Youth and Community Development

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>Headcount Adjustment</u></b>	2	--	--	--	--	--
<b><u>Runaway and Homeless Youth</u></b>	2	--	4,935	9,870	14,805	14,805
Funding for an additional 300 shelter beds for runaway and homeless youth.						
<b><u>YMI Funding Adjustment</u></b>		(65)	(65)	(65)	(65)	(65)
Transfers funding for YMI fringe benefits from DYCD to Miscellaneous Budget.						
<b><u>CEO Funding Adjustment</u></b>	7	--	11,952	--	--	--
Realigns funding from Miscellaneous Budget to support Young Adult Internship Programs, Young Adult Literacy Programs and Service Learning programs.						
<b><u>City Service Corps (DEP)</u></b>		(10)	1	--	--	--
Transfer funds for City Service Corps program.						
<b><u>City Service Corps (DSNY)</u></b>		64	17	--	--	--
Transfer funds for City Service Corps program.						
<b><u>City Service Corps (DFTA)</u></b>		(11)	(3)	--	--	--
Transfer funds for City Service Corps program.						
<b><u>Year Round Youth Employment</u></b>		2,037	--	--	--	--
Funding to expand the Year Round Youth Employment Program to serve 6,000 youth.						
<b><u>Local Initiatives</u></b>		(166)	--	--	--	--
Member Item Reallocation						
<b><u>Local Initiatives</u></b>		70	--	--	--	--
Member Item Reallocation						
<b>Total Agency: Expenditure Increases/Re-estimates</b>	<b>11</b>	<b>1,919</b>	<b>16,837</b>	<b>9,805</b>	<b>14,740</b>	<b>14,740</b>

## AGENCY FIVE YEAR SUMMARY

### Department of Health and Mental Hygiene

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>Dollars</u></b>	<i>(City Funds in 000's)</i>				
Baseline Per November 2015 Plan	\$577,404	\$546,035	\$549,371	\$552,404	\$552,404
Citywide Savings Program	(42,475)	(1,500)	-	-	-
Expenditure Increases / Re-estimates	14,081	80,095	94,439	105,462	105,462
<b>January 2016 Financial Plan</b>	<b><u><u>\$549,010</u></u></b>	<b><u><u>\$624,630</u></u></b>	<b><u><u>\$643,810</u></u></b>	<b><u><u>\$657,866</u></u></b>	<b><u><u>\$657,866</u></u></b>
<b><u>Headcount</u></b>	<i>(City Funded)</i>				
Baseline Per November 2015 Plan	3,552	3,564	3,564	3,563	3,563
Expenditure Increases / Re-estimates	188	408	404	405	405
<b>January 2016 Financial Plan</b>	<b><u><u>3,740</u></u></b>	<b><u><u>3,972</u></u></b>	<b><u><u>3,968</u></u></b>	<b><u><u>3,968</u></u></b>	<b><u><u>3,968</u></u></b>

## Citywide Savings Program

### Department of Health and Mental Hygiene

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>Revenue Savings</u></b>		(38,975)	--	--	--	--
One-time prior year revenue for administrative expenses under the Early Periodic Screening, Diagnosis, and Treatment (EPSDT) Program, the child health component of Medicaid.						
<b><u>PS Accruals</u></b>		(3,500)	(1,500)	--	--	--
Savings as a result of hiring delays and attrition.						
<b>Total Agency: Citywide Savings Program</b>		<b>(42,475)</b>	<b>(1,500)</b>	<b>--</b>	<b>--</b>	<b>--</b>

## Expenditure Increases/Re-estimates

### Department of Health and Mental Hygiene

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>Public Health Diversion Center</u></b>		--	3,817	1,818	--	--
Funding will support a second Public Health Diversion Center, a recommendation of the Mayor's Task Force on Behavioral Health and the Criminal Justice System.						
<b><u>NYC Safe</u></b>	46	1,000	13,855	13,642	13,642	13,642
Funding for expanded mental health treatment options, including new Intensive Mobile Treatment Teams and additional Assertive Community Treatment teams, and resources to expand the existing Assisted Outpatient Treatment oversight and create co-response teams with NYPD.						
<b><u>Ending the Epidemic</u></b>	137	2,000	14,980	14,980	14,980	14,980
Additional funds to enhance HIV/AIDS prevention and health care services to end the HIV/AIDS epidemic in New York City.						
<b><u>Homeless Shelters Pest Control</u></b>	4	343	363	363	363	363
Funds to perform pest control inspections, baiting services, and integrated pest management activities at DHS homeless shelters.						
<b><u>K2 Media Campaign</u></b>		344	--	--	--	--
DOHMH, in conjunction with the Department of Consumer Affairs, will conduct a 3-month media campaign to target and educate sellers and users of K2 on the dangers of the drug, as part of the citywide efforts to end sale and use of synthetic marijuana.						
<b><u>Talk to Your Baby Phase II</u></b>		690	--	--	--	--
Implementation of the second phase of the Children's Cabinet's Talk to Your Baby campaign.						
<b><u>Legionella and Cooling Towers Inspection</u></b>	44	1,853	2,442	2,306	2,306	2,306
Funds for inspectors, lab and research staff, and testing needs to adhere to the recently passed legislation on cooling tower inspections and funds staff to conduct surveillance, outbreak investigations, and data analysis.						

## Expenditure Increases/Re-estimates

### Department of Health and Mental Hygiene

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<p><b><u>Collective Bargaining for L237 Maintenance Workers</u></b> Collective bargaining increase for maintenance workers who are members of L237.</p>		41	50	54	54	54
<p><b><u>Roadmap Innovation Lab</u></b> Provide technical assistance, evaluation, and evidence based best practices to city agencies and providers involved in the expansion of MH services and the State's Medicaid Redesign.</p>	10	141	843	1,124	1,124	1,124
<p><b><u>Roadmap Social-Emotional Learning in Early Care &amp; Education Settings</u></b> DOHMH will provide mental health consultation and treatment to children in need of specialized services identified through the expansion of Social-Emotional Learning in Universal Pre-K and Early Learn centers.</p>	3	592	2,549	3,399	3,399	3,399
<p><b><u>Roadmap MH First Aid</u></b> Train 500 instructors to further train 250,000 New Yorkers in Mental Health First Aid over the next five years, including at least 125,000 front line City employees.</p>	2	600	1,287	1,549	1,549	1,549
<p><b><u>Roadmap Media Campaign</u></b> Launch a citywide public education campaign to combat the stigma of seeking help and provide clear steps New Yorkers can take to find appropriate services.</p>	1	3,845	2,020	2,020	2,020	2,020
<p><b><u>Roadmap CBO Action Guide</u></b> DOHMH will create a new web-based learning platform targeted toward non-specialized mental health workers in communities, designed to support them and their work in addressing mental health challenges.</p>	1	88	242	323	323	323
<p><b><u>Roadmap Workforce Summit</u></b> In partnership with CUNY, convene summit meeting with stakeholders and decision-makers to address treatment gaps, diversity of the mental health workforce, and incorporation of public health activities in mental health care.</p>		71	--	--	--	--

## Expenditure Increases/Re-estimates

### Department of Health and Mental Hygiene

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>Roadmap Buprenorphine</u></b> Funds to train 1,000-1,500 providers to prescribe buprenorphine and for DOHMH to provide technical assistance to support incorporating buprenorphine into clinical workflows.	2	81	268	358	358	358
<b><u>Roadmap Mental Health Corps</u></b> DOHMH will train, place, and supervise a corp of 390 Mental Health workers in a variety of high need primary care and substance use settings.	7	1,507	18,016	33,170	48,275	48,275
<b><u>Roadmap NYC Support Call Center</u></b> Provide a single 24/7 hotline for New Yorkers to call to connect to behavioral healthcare services.		--	5,299	4,565	4,565	4,565
<b><u>Roadmap School Mental Health</u></b> DOHMH will hire mental health consultants to assess the specific priority mental health needs of every public school and implement effective interventions to increase teacher capacity and improve student mental health and academic success.	125	1,145	8,265	10,465	10,465	10,465
<b><u>Roadmap Peer Training</u></b> Expand training to additional peer specialists for 2 years, beginning in FY17.		--	2,861	2,518	--	--
<b><u>Roadmap CUNY Digital Platforms</u></b> In partnership with CUNY, pilot web and mobile based mental wellness services to 30,000 students at selected campuses and expand the mental health ambassador program.		296	725	--	--	--
<b><u>OCME - Gun Testing</u></b> OCME will conduct DNA testing on all guns confiscated by the NYPD.	21	--	2,031	1,785	2,039	2,039
<b><u>CEO: Expand Access to Healthy Foods</u></b> CEO Funding Adjustment.	5	--	182	--	--	--
<b><u>CC Member Items 114</u></b> CC Member Items 114		(500)	--	--	--	--



## Expenditure Increases/Re-estimates

### Department of Health and Mental Hygiene

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>CC Member Items 113</u></b> CC Member Items 113		(56)	--	--	--	--
<b>Total Agency: Expenditure Increases/Re-estimates</b>	<b>408</b>	<b>14,081</b>	<b>80,095</b>	<b>94,439</b>	<b>105,462</b>	<b>105,462</b>

## AGENCY FIVE YEAR SUMMARY

### Housing Preservation and Development

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>Dollars</u></b>	<i>(City Funds in 000's)</i>				
Baseline Per November 2015 Plan	\$94,348	\$69,970	\$70,403	\$70,409	\$70,409
Expenditure Increases / Re-estimates	55,069	22,227	8,092	8,092	7,985
<b>January 2016 Financial Plan</b>	<b><u>\$149,417</u></b>	<b><u>\$92,197</u></b>	<b><u>\$78,495</u></b>	<b><u>\$78,501</u></b>	<b><u>\$78,394</u></b>
<b><u>Headcount</u></b>	<i>(City Funded)</i>				
Baseline Per November 2015 Plan	669	669	669	669	669
Expenditure Increases / Re-estimates	86	86	86	86	84
<b>January 2016 Financial Plan</b>	<b><u>755</u></b>	<b><u>755</u></b>	<b><u>755</u></b>	<b><u>755</u></b>	<b><u>753</u></b>

## Expenditure Increases/Re-estimates

### Housing Preservation and Development

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<p><b><u>CCHR Fair Housing Program</u></b></p> <p>The Department of Housing Preservation and Development (HPD) will receive funding to support Fair Housing activities conducted pursuant to a Memorandum of Understanding between HPD and the Commission on Human Rights (CCHR).</p>		107	107	107	107	107
<p><b><u>Foreclosure Prevention</u></b></p> <p>The Department of Housing Preservation and Development (HPD) will receive funding to provide foreclosure prevention services.</p>		250	--	--	--	--
<p><b><u>Elevator Inspections</u></b></p> <p>The Department of Housing Preservation and Development (HPD) will receive funding for the establishment of a new emergency repair program for elevators in multiple dwelling buildings.</p>		--	6,557	--	--	--
<p><b><u>Emergency Demolitions</u></b></p> <p>The Department of Housing Preservation and Development (HPD) will receive funding to respond to Department of Buildings demolition orders at two Brooklyn sites.</p>		2,200	--	--	--	--
<p><b><u>DHS Shelter Inspection</u></b></p> <p>The Department of Housing Preservation and Development (HPD) will receive funding to support the inspection of DHS shelters.</p>		169	--	--	--	--
<p><b><u>NYCHA Facade Repair</u></b></p> <p>The Department of Housing Preservation and Development (HPD) will receive funding on behalf of the New York City Housing Authority (NYCHA) for facade work at NYCHA developments.</p>	2	46,530	107	107	107	--

## Expenditure Increases/Re-estimates

### Housing Preservation and Development

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<p><b><u>Temporary Shelter Costs</u></b>                      The Department of Housing Preservation and Development (HPD) will receive funding for inspection and shelter costs associated with overcrowded interim facilities for single adults ("Three Quarter Houses").</p>	4	2,144	7,801	223	223	223
<p><b><u>New Staffing</u></b>                      The Department of Housing Preservation and Development (HPD) will receive funding for new positions to support the Housing New York plan.</p>	58	1,957	4,696	4,696	4,696	4,696
<p><b><u>Training Programs</u></b>                      The Department of Housing Preservation and Development (HPD) will receive funding to support annual staff training.</p>		40	40	40	40	40
<p><b><u>TSD Software and Technology</u></b>                      The Department of Housing Preservation and Development (HPD) will receive funding to refresh the software and technology services critical to HPD operations.</p>		781	781	781	781	781
<p><b><u>TSD Staffing</u></b>                      The Department of Housing Preservation and Development (HPD) will receive funding for new positions within HPD's Department of Technology and Strategic Development (TSD).</p>	22	891	2,138	2,138	2,138	2,138
<b>Total Agency: Expenditure Increases/Re-estimates</b>	<b>86</b>	<b>55,069</b>	<b>22,227</b>	<b>8,092</b>	<b>8,092</b>	<b>7,985</b>

## AGENCY FIVE YEAR SUMMARY

### Department of Finance

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>Dollars</u></b>	<i>(City Funds in 000's)</i>				
Baseline Per November 2015 Plan	\$266,881	\$263,103	\$267,525	\$265,911	\$265,911
Citywide Savings Program	(1,695)	(1,910)	(437)	(437)	(437)
Expenditure Increases / Re-estimates	1,933	4,058	4,136	3,954	4,168
<b>January 2016 Financial Plan</b>	<b><u>\$267,119</u></b>	<b><u>\$265,251</u></b>	<b><u>\$271,224</u></b>	<b><u>\$269,428</u></b>	<b><u>\$269,642</u></b>
<b><u>Headcount</u></b>	<i>(City Funded)</i>				
Baseline Per November 2015 Plan	2,032	2,027	2,022	2,022	2,022
Citywide Savings Program	(2)	(2)	(2)	(2)	(2)
Expenditure Increases / Re-estimates	65	65	65	65	65
<b>January 2016 Financial Plan</b>	<b><u>2,095</u></b>	<b><u>2,090</u></b>	<b><u>2,085</u></b>	<b><u>2,085</u></b>	<b><u>2,085</u></b>

## Citywide Savings Program

### Department of Finance

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<p><b><u>Banking Legislation Funding Takedown</u></b></p> <p>The agency will return funds no longer needed given an August 2015 ruling that the Responsible Banking act cannot be implemented by NYC.</p>	(2)	(314)	(490)	(240)	(240)	(240)
<p><b><u>PS Accrual</u></b></p> <p>The Department of Finance has reviewed its forecast for Personnel spending and will be able to reduce its PS budget.</p>		(1,000)	(1,000)	--	--	--
<p><b><u>Reduced Security Service Expenses</u></b></p> <p>The Department will reduce costs on security services due to the addition of a magnetometer at one of its facilities.</p>		(93)	(186)	(186)	(186)	(186)
<p><b><u>Maintenance Expense Reductions</u></b></p> <p>Savings in desktop computer maintenance expenses as a result of purchasing 551 new PCs.</p>		(25)	(55)	--	--	--
<p><b><u>Land Record Reader/Scanner Maintenance</u></b></p> <p>The purchase of new equipment will allow the agency to cancel maintenance contracts.</p>		(35)	(35)	--	--	--
<p><b><u>Software Expense Reduction</u></b></p> <p>The agency has identified several cost saving opportunities in ongoing software expenses.</p>		(95)	(11)	(11)	(11)	(11)
<p><b><u>Reforecast Adjudication Expenses</u></b></p> <p>Contract costs are lower than previously anticipated.</p>		(5)	(5)	--	--	--
<p><b><u>OTPS Reduction</u></b></p> <p>The Department's Legal Division will reduce its OTPS budget.</p>		(1)	(1)	--	--	--

## Citywide Savings Program

### Department of Finance

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<p><b><u>Reforecast Printing Expenses</u></b></p> <p>The agency has determined, based on current spending levels, that the cost to send out property tax notices quarterly to NYC homeowners and FairTax notices to NYC businesses will be lower than originally forecasted in FY 2016 and FY 2017.</p>		(127)	(127)	--	--	--
<b>Total Agency: Citywide Savings Program</b>	(2)	(1,695)	(1,910)	(437)	(437)	(437)

## Expenditure Increases/Re-estimates

### Department of Finance

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>Department of Consumer Affairs Attorney Transfer</u></b> Department of Consumer Affairs attorney transfer.	1	49	98	98	98	98
<b><u>New York City Tax Auditor Headcount</u></b> Thirty City Tax Auditors for the Office of Tax Audit & Enforcement.	30	585	1,907	1,907	1,907	1,907
<b><u>Auditor Administrative Support</u></b> Administrative personnel to support the new City Tax Audit staff.	5	50	198	198	198	198
<b><u>Payment and Transaction Reporting System Upgrade</u></b> One time funding for the development of an infrastructure for a payment and transaction reporting system.		--	154	--	--	--
<b><u>In-Rem Foreclosure Actions</u></b> Additional staff for the Collections Division to assist with biennial In Rem foreclosure actions as well as the advertising and printing costs for notices.	2	256	109	309	109	309
<b><u>SCRIE/DRIE Ombudsperson &amp; Administrative Support</u></b> Three positions for the Office of the Taxpayer Advocate to provide SCRIE/DRIE assistance to New Yorkers.	3	114	204	204	204	204
<b><u>Deed Fraud Investigations</u></b> Three tax auditors and two fraud investigators for the Sheriff's Office.	5	155	258	258	258	258
<b><u>Civil Orders of Protection</u></b> Six Deputy Sheriffs, one Clerical Associate, and increased PS funding to support the Sheriff in servicing of civil orders of protection issued by the Family Court and Supreme Court.	7	299	509	509	509	509



## Expenditure Increases/Re-estimates

### Department of Finance

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<p><b><u>Synthetic Cannabinoid (K2) Enforcement Investigative Group</u></b>                      Four City Tax Auditors, four Deputy Sheriffs, and four Fraud Investigators for a K2 Enforcement Investigative Group within the Sheriff's Bureau of Criminal Investigation.</p>	12	425	621	653	671	685
<b>Total Agency: Expenditure Increases/Re-estimates</b>	65	1,933	4,058	4,136	3,954	4,168

## AGENCY FIVE YEAR SUMMARY

### Department of Transportation

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>Dollars</u></b>	<i>(City Funds in 000's)</i>				
Baseline Per November 2015 Plan	\$544,313	\$522,334	\$524,650	\$525,135	\$525,175
Citywide Savings Program	(3,116)	(7,930)	(6,936)	(6,942)	(6,318)
Expenditure Increases / Re-estimates	8,276	33,457	29,603	30,965	31,656
<b>January 2016 Financial Plan</b>	<b><u><u>\$549,473</u></u></b>	<b><u><u>\$547,861</u></u></b>	<b><u><u>\$547,317</u></u></b>	<b><u><u>\$549,158</u></u></b>	<b><u><u>\$550,513</u></u></b>
<b><u>Headcount</u></b>	<i>(City Funded)</i>				
Baseline Per November 2015 Plan	2,492	2,334	2,334	2,343	2,343
Citywide Savings Program	(41)	(41)	(41)	(41)	(41)
Expenditure Increases / Re-estimates	54	234	83	83	83
<b>January 2016 Financial Plan</b>	<b><u><u>2,505</u></u></b>	<b><u><u>2,527</u></u></b>	<b><u><u>2,376</u></u></b>	<b><u><u>2,385</u></u></b>	<b><u><u>2,385</u></u></b>

## Citywide Savings Program

### Department of Transportation

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>Vehicles Rent to Own</u></b> Replace 13 pieces of equipment, 23 pickup trucks and 10 arterial tractors which are currently rented, with purchased vehicles and equipment.	4	202	(1,107)	(1,107)	(1,107)	(1,107)
<b><u>Red Paint for Select Bus Service Routes</u></b> Savings from switching to red asphalt from red paint for in-development Select Bus Service routes.		--	(2,500)	(2,500)	(2,500)	(2,500)
<b><u>Convert Harper St. Asphalt Plant</u></b> Convert Harper Street asphalt plant from diesel fuel to electricity.		(100)	(100)	(100)	(100)	(100)
<b><u>HIQA Technology Advancements - Electronic Notice Of Violations</u></b> Savings by issuing electronic Notice of Violations (NOVs) at lower cost than the previous paper-based system.		(54)	(59)	(65)	(71)	(71)
<b><u>Data Storage Platform Savings</u></b> Yearly maintenance savings from new data storage platform contract.		(624)	(624)	(624)	(624)	--
<b><u>Funding Switch: Long Line Pavement Markings</u></b> Federal funds will offset part of the long line pavement marking contract for limited access highways.		--	(1,000)	--	--	--
<b><u>STOA FUNDING SWITCH</u></b> Discretionary Statewide Mass Transportation Operating Assistance (STOA) funding for eligible ferry operations.	(45)	(2,540)	(2,540)	(2,540)	(2,540)	(2,540)
<b>Total Agency: Citywide Savings Program</b>	<b>(41)</b>	<b>(3,116)</b>	<b>(7,930)</b>	<b>(6,936)</b>	<b>(6,942)</b>	<b>(6,318)</b>

## Expenditure Increases/Re-estimates

### Department of Transportation

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>ADA In-House Pedestrian Ramp Crews</u></b> In-house crews to rehabilitate pedestrian ramps citywide to comply with the Americans with Disabilities Act (ADA).		1,901	--	--	--	--
<b><u>Credit Card Fees</u></b> Funding for credit card fees associated with multi-space parking meters.		2,376	--	--	--	--
<b><u>Citywide Parking Meter Expansion</u></b> Funding to support the operations and maintenance of new meters being installed, Citywide.	10	775	772	753	734	734
<b><u>Staff for MTA Unit</u></b> Three positions to assist the Agency's Commissioner in her role as a board member of the Metropolitan Transportation Authority.	3	126	252	252	252	252
<b><u>Auto Mechanics</u></b> Auto mechanics associated with new vehicles and equipment.	10	471	895	1,597	1,596	1,596
<b><u>Capital Project Initiation (CPI) Staff</u></b> Additional Capital Project Initiation (CPI) staff to develop scopes, cost estimates, and schedules for priority street reconstruction projects.	4	134	267	267	267	267
<b><u>Add'l Speed &amp; Bus Enforcement</u></b> Funding for additional speed and bus lane enforcement cameras.	38	448	5,812	8,859	10,241	10,932
<b><u>Daylighting 100 Intersections</u></b> Improve visibility and left turn safety at 100 intersections by prohibiting parking near the crosswalk, known as "Daylighting".		130	--	--	--	--
<b><u>Freight Mobility Staff</u></b> Staff to implement a Freight Mobility Strategy to reduce traffic congestion.	10	308	615	615	615	615

## Expenditure Increases/Re-estimates

### Department of Transportation

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>East Midtown Traffic Study</u></b>		1,340	660	--	--	--
East Midtown Traffic Study						
<b><u>DOT Collective Bargaining Cement Mason L237 CBU150</u></b>		256	310	310	310	310
DOT Collective Bargaining Cement Mason L237 CBU150						
<b><u>DOT Collective Bargaining Mason's Helper L237 CBU167</u></b>		11	13	16	16	16
DOT Collective Bargaining Mason's Helper L237 CBU167						
<b><u>Resurfacing Reallocation</u></b>	159	--	23,861	16,934	16,934	16,934
Adjustment to accurately reflect IFA funding of fringe benefits associated with resurfacing in the miscellaneous expense budget due to a headcount reallocation. The increase in DOT city tax levy is offset by a corresponding miscellaneous expense decrease for a net zero impact.						
<b>Total Agency: Expenditure Increases/Re-estimates</b>	<b>234</b>	<b>8,276</b>	<b>33,457</b>	<b>29,603</b>	<b>30,965</b>	<b>31,656</b>

## AGENCY FIVE YEAR SUMMARY

### Department of Parks and Recreation

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>Dollars</u></b>	<i>(City Funds in 000's)</i>				
Baseline Per November 2015 Plan	\$359,582	\$350,037	\$351,411	\$351,421	\$351,421
Citywide Savings Program	(500)	(500)	-	-	-
Expenditure Increases / Re-estimates	3,737	7,408	6,467	6,467	6,467
<b>January 2016 Financial Plan</b>	<b><u><u>\$362,819</u></u></b>	<b><u><u>\$356,945</u></u></b>	<b><u><u>\$357,878</u></u></b>	<b><u><u>\$357,888</u></u></b>	<b><u><u>\$357,888</u></u></b>
<b><u>Headcount</u></b>	<i>(City Funded)</i>				
Baseline Per November 2015 Plan	3,508	3,402	3,402	3,402	3,402
Expenditure Increases / Re-estimates	21	80	80	80	80
<b>January 2016 Financial Plan</b>	<b><u><u>3,529</u></u></b>	<b><u><u>3,482</u></u></b>	<b><u><u>3,482</u></u></b>	<b><u><u>3,482</u></u></b>	<b><u><u>3,482</u></u></b>

## Citywide Savings Program

### Department of Parks and Recreation

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<p><b><u>Hudson River Park Trust Insurance Payment</u></b></p> <p>The payment for insurance at city owned sites in Hudson River Park is lower than originally budgeted.</p>		(500)	(500)	--	--	--
<b>Total Agency: Citywide Savings Program</b>		<b>(500)</b>	<b>(500)</b>	<b>--</b>	<b>--</b>	<b>--</b>

## Expenditure Increases/Re-estimates

### Department of Parks and Recreation

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>Urban Park Service Enforcement and Security</u></b> Funding to expand Parks security staff by 67 full time positions and 50 seasonal positions.	67	--	5,334	4,546	4,546	4,546
<b><u>Ocean Breeze Recreation Center Vehicles</u></b> Funding to purchase vehicles for the new recreation center at Ocean Breeze Park.		259	--	--	--	--
<b><u>Stationary Engineers &amp; Oilers</u></b> Funding to support stationary engineers and oilers to comply with Fire Code and other legal requirements.	9	527	1,054	1,054	1,054	1,054
<b><u>M/WBE Reporting Team</u></b> Funding to support headcount to assist with new M/WBE reporting requirements intended to help the City meet the OneNYC M/WBE contracting goals.	1	--	55	55	55	55
<b><u>Federal Grants Team</u></b> Funding to create a Federal Grants team to manage the Department's Federal grant portfolio.	3	89	178	178	178	178
<b><u>PS/OTPS Adjustments</u></b> Funding for various PS/OTPS adjustments to the Department's budget, including fire alarm maintenance, Staten Island Berm reconstruction, and other technical adjustments.		2,371	200	--	--	--
<b><u>CBU 147 Collective Bargaining (Maintenance Workers) L237 - City</u></b> City funding for the CBU 147 Maintenance Workers L237 labor contract settlement.		421	504	551	551	551
<b><u>CBU 150 Collective Bargaining (Cement Masons) L237 - City</u></b> City funding for the CBU 150 Cement Masons L237 labor contract settlement.		73	83	83	83	83



## Expenditure Increases/Re-estimates

### Department of Parks and Recreation

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<u><b>City Council Member Item Reallocation</b></u> City Council Member Item Reallocation.		(3)	--	--	--	--
<b>Total Agency: Expenditure Increases/Re-estimates</b>	<b>80</b>	<b>3,737</b>	<b>7,408</b>	<b>6,467</b>	<b>6,467</b>	<b>6,467</b>

## AGENCY FIVE YEAR SUMMARY

### New York Research Library

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>Dollars</u></b>					
	<i>(City Funds in 000's)</i>				
Baseline Per November 2015 Plan	\$26,875	\$24,335	\$24,461	\$24,461	\$24,461
Expenditure Increases / Re-estimates	-	1,539	1,539	1,539	1,539
<b>January 2016 Financial Plan</b>	<b><u>\$26,875</u></b>	<b><u>\$25,874</u></b>	<b><u>\$26,000</u></b>	<b><u>\$26,000</u></b>	<b><u>\$26,000</u></b>

## Expenditure Increases/Re-estimates

### New York Research Library

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<p><b><u>NYRL Additional Baseline Funding</u></b>                      Additional baseline operating support for the New York Research Libraries (NYRL).</p>		--	1,539	1,539	1,539	1,539
<b>Total Agency: Expenditure Increases/Re-estimates</b>		--	1,539	1,539	1,539	1,539

## AGENCY FIVE YEAR SUMMARY

### New York Public Library

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>Dollars</u></b>					
Baseline Per November 2015 Plan	\$132,411	\$118,195	\$118,631	\$118,631	\$118,631
Expenditure Increases / Re-estimates	30	8,081	8,081	8,081	8,081
<b>January 2016 Financial Plan</b>	<b><u><u>\$132,441</u></u></b>	<b><u><u>\$126,276</u></u></b>	<b><u><u>\$126,712</u></u></b>	<b><u><u>\$126,712</u></u></b>	<b><u><u>\$126,712</u></u></b>

## Expenditure Increases/Re-estimates

### New York Public Library

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>NYPL Additional Baseline Funding</u></b>		--	8,081	8,081	8,081	8,081
Additional baseline operating support for the New York Public Library (NYPL).						
<b><u>City Council Member Item Reallocation</u></b>		30	--	--	--	--
City Council Member Item Reallocation						
<b>Total Agency: Expenditure Increases/Re-estimates</b>		<b>30</b>	<b>8,081</b>	<b>8,081</b>	<b>8,081</b>	<b>8,081</b>

## AGENCY FIVE YEAR SUMMARY

### Brooklyn Public Library

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>Dollars</u></b>					
Baseline Per November 2015 Plan	\$98,897	\$88,147	\$88,539	\$88,539	\$88,539
Expenditure Increases / Re-estimates	398	6,487	6,581	6,581	6,581
<b>January 2016 Financial Plan</b>	<b><u><u>\$99,295</u></u></b>	<b><u><u>\$94,634</u></u></b>	<b><u><u>\$95,120</u></u></b>	<b><u><u>\$95,120</u></u></b>	<b><u><u>\$95,120</u></u></b>

## Expenditure Increases/Re-estimates

### Brooklyn Public Library

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>BPL Additional Baseline Funding</u></b> Additional baseline operating support for the Brooklyn Public Library (BPL).		--	6,120	6,120	6,120	6,120
<b><u>BPL OSA Collective Bargaining</u></b> Increases for OSA collective bargaining settlement.		298	367	461	461	461
<b><u>City Council Member Items Reallocation</u></b> City Council Member Items Reallocation		100	--	--	--	--
<b>Total Agency: Expenditure Increases/Re-estimates</b>		<b>398</b>	<b>6,487</b>	<b>6,581</b>	<b>6,581</b>	<b>6,581</b>

## AGENCY FIVE YEAR SUMMARY

### Queens Borough Public Library

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>Dollars</u></b>	<i>(City Funds in 000's)</i>				
Baseline Per November 2015 Plan	\$100,139	\$89,466	\$89,786	\$89,786	\$89,786
Expenditure Increases / Re-estimates	183	6,284	6,326	6,326	6,326
<b>January 2016 Financial Plan</b>	<b><u><u>\$100,322</u></u></b>	<b><u><u>\$95,750</u></u></b>	<b><u><u>\$96,112</u></u></b>	<b><u><u>\$96,112</u></u></b>	<b><u><u>\$96,112</u></u></b>



## Expenditure Increases/Re-estimates

### Queens Borough Public Library

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>QBPL Additonal Baseline Funding</u></b> Additional baseline operating support for the Queens Borough Public Library (QBPL).		--	6,120	6,120	6,120	6,120
<b><u>QBPL OSA Collective Bargaining</u></b> Increases for OSA collective bargaining settlement.		133	164	206	206	206
<b><u>City Council Member Items Reallocation</u></b> City Council Member Items Reallocation		50	--	--	--	--
<b>Total Agency: Expenditure Increases/Re-estimates</b>		<b>183</b>	<b>6,284</b>	<b>6,326</b>	<b>6,326</b>	<b>6,326</b>

## AGENCY FIVE YEAR SUMMARY

### Department of Cultural Affairs

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>Dollars</u></b>	<i>(City Funds in 000's)</i>				
Baseline Per November 2015 Plan	\$165,900	\$144,893	\$143,815	\$143,815	\$143,815
Expenditure Increases / Re-estimates	347	305	309	309	309
<b>January 2016 Financial Plan</b>	<b><u><u>\$166,247</u></u></b>	<b><u><u>\$145,198</u></u></b>	<b><u><u>\$144,124</u></u></b>	<b><u><u>\$144,124</u></u></b>	<b><u><u>\$144,124</u></u></b>
<b><u>Headcount</u></b>	<i>(City Funded)</i>				
Baseline Per November 2015 Plan	49	49	47	47	47
Expenditure Increases / Re-estimates	5	5	5	5	5
<b>January 2016 Financial Plan</b>	<b><u><u>54</u></u></b>	<b><u><u>54</u></u></b>	<b><u><u>52</u></u></b>	<b><u><u>52</u></u></b>	<b><u><u>52</u></u></b>

## Expenditure Increases/Re-estimates

### Department of Cultural Affairs

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>Lease Adjustment</u></b>		56	--	--	--	--
Lease adjustment.						
<b><u>Agency OTPS Funding</u></b>		64	--	--	--	--
Additional cubicles, phones, and computers necessary to accommodate additional staff.						
<b><u>Snug Harbor Cultural Center</u></b>		199	--	--	--	--
Additional operating support for the Snug Harbor Cultural Center.						
<b><u>Staff for City Council Initiatives</u></b>	5	--	289	289	289	289
Baselining 5 full-time staff to execute City Council funded initiatives.						
<b><u>DCLA OSA Collective Bargaining</u></b>		14	16	20	20	20
Increases for OSA collective bargaining settlement.						
<b><u>City Council Member Items Reallocation</u></b>		14	--	--	--	--
City Council Member Items Reallocation						
<b>Total Agency: Expenditure Increases/Re-estimates</b>	<b>5</b>	<b>347</b>	<b>305</b>	<b>309</b>	<b>309</b>	<b>309</b>

## AGENCY FIVE YEAR SUMMARY

### Department of Citywide Administrative Services

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>Dollars</u></b>	<i>(City Funds in 000's)</i>				
Baseline Per November 2015 Plan	\$295,119	\$267,759	\$255,886	\$252,763	\$253,115
Citywide Savings Program	(6,336)	(2,942)	(2,942)	(2,942)	(2,942)
Expenditure Increases / Re-estimates	21,155	31,946	12,215	12,203	12,390
<b>January 2016 Financial Plan</b>	<b><u><u>\$309,938</u></u></b>	<b><u><u>\$296,763</u></u></b>	<b><u><u>\$265,159</u></u></b>	<b><u><u>\$262,024</u></u></b>	<b><u><u>\$262,563</u></u></b>
<b><u>Headcount</u></b>	<i>(City Funded)</i>				
Baseline Per November 2015 Plan	1,400	1,387	1,387	1,387	1,387
Expenditure Increases / Re-estimates	117	117	117	117	117
<b>January 2016 Financial Plan</b>	<b><u><u>1,517</u></u></b>	<b><u><u>1,504</u></u></b>	<b><u><u>1,504</u></u></b>	<b><u><u>1,504</u></u></b>	<b><u><u>1,504</u></u></b>

## Citywide Savings Program

### Department of Citywide Administrative Services

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<p><b><u>Lease Audit Savings</u></b> Audits conducted by the Department of Citywide Administrative Services have identified lease overpayments issued by City agencies.</p>		(2,000)	--	--	--	--
<p><b><u>Bio-diesel Fuel Credit Rebate</u></b> A Calendar Year 2014 Bio-diesel fuel credit is to be used to offset FY 2016 WEX Gas Card expenses.</p>		(1,394)	--	--	--	--
<p><b><u>Energy Savings: Retro-Commissioning Projects</u></b> The Department of Citywide Administrative Services has identified energy savings associated with the completion of retro-commissioning projects at various facilities.</p>		(1,725)	(1,725)	(1,725)	(1,725)	(1,725)
<p><b><u>Energy Savings: Solar Panels</u></b> The Department of Citywide Administrative Services has identified energy savings associated with the installation of solar panels at various facilities.</p>		(1,217)	(1,217)	(1,217)	(1,217)	(1,217)
<b>Total Agency: Citywide Savings Program</b>		<b>(6,336)</b>	<b>(2,942)</b>	<b>(2,942)</b>	<b>(2,942)</b>	<b>(2,942)</b>

## Expenditure Increases/Re-estimates

### Department of Citywide Administrative Services

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>Energy RcX Savings Offset</u></b> Offset Energy Savings associated with the completion of retro-commissioning projects.		1,725	1,725	1,725	1,725	1,725
<b><u>Area Smoke Detectors Replacement</u></b> Area smoke detectors will be replaced in locations that have end-of-life equipment.		917	--	--	--	--
<b><u>IT Database Administrator</u></b> A Database Administrator will oversee databases and applications supported by the Department of Citywide Administrative Services.	1	63	125	125	125	125
<b><u>Fire Safety Watch Guards for 120 Schermerhorn Street</u></b> Fire Safety Watch Guard and Fire Safety Director coverage will be provided during a fire alarm system upgrade project at 120 Schermerhorn Street.		204	--	--	--	--
<b><u>Battery Replacement for Fire Alarm Systems</u></b> Fire alarm batteries in locations that have end-of-life equipment will be replaced.		268	--	--	--	--
<b><u>Leasing Staff</u></b> One lease auditor and two lease negotiators will allow the Department of Citywide Administrative Services to meet expanded agency real estate needs.	3	113	225	225	225	225
<b><u>Affirmative Claims Coordinator</u></b> Two Claims Coordinators will manage an increased workload for the Affirmative Claims Unit.	2	55	110	110	110	110
<b><u>Computer-Based Testing and Applications Center Expansion (Manhattan &amp; Brooklyn)</u></b> Additional staff is needed to oversee the increase of computerized civil service exams to be administered at the newly created workstations at the Computer-Based Testing and Applications Centers in Manhattan and Brooklyn.	4	90	180	180	180	180

## Expenditure Increases/Re-estimates

### Department of Citywide Administrative Services

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>Lease Savings Offset</u></b> Offset for Citywide Lease Audit Savings.		2,000	--	--	--	--
<b><u>WEX Savings Offset</u></b> Offset Bio-diesel fuel Citywide WEX Savings.		1,394	--	--	--	--
<b><u>Energy Savings Solar Panel Offset</u></b> Offset Energy Savings associated with the installation of solar panels at various facilities.		1,217	1,217	1,217	1,217	1,217
<b><u>IT Security Analyst</u></b> A Security Analyst will provide proactive security assesments to identify and protect the Information Technology (IT) systems from potential risks.	1	60	120	120	120	120
<b><u>NYCAPS Staff</u></b> Additional staff is required to work on NYCAPS system enhancements.	3	145	291	291	291	291
<b><u>Fire Safety Trainer</u></b> A Fire Safety Trainer will be provided to run in-house training programs.	1	25	--	--	--	--
<b><u>Various Trade Titles</u></b> Additional staff is required to perform maintenance and repair duties at facilities managed by the Department of Citywide Administrative Services.	2	86	173	173	173	173
<b><u>Classifications Staff Analysts</u></b> Two Staff Analysts will assist with an increased workload in the Classification Unit of the Department of Citywide Administrative Services.	2	49	98	98	98	98
<b><u>Office of Citywide Recruitment</u></b> Other than personal services (OTPS) to support Office of Citywide Recruitment core functions.		35	50	57	57	57

## Expenditure Increases/Re-estimates

### Department of Citywide Administrative Services

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>Fire Safety Directors Conversion</u></b> Five contractual Fire Safety Directors will be converted to full-time positions.	5	--	--	--	--	--
<b><u>Cooling Tower Treatment</u></b> Additional chemicals and equipment are required to clean cooling towers.		630	536	563	591	620
<b><u>Fire Alarm Prevailing Wage Increase</u></b> A prevailing wage increase will result in higher contractual rates for fire alarm staff.		303	317	317	317	317
<b><u>Public Safety Answering Center II (PSAC II) Maintenance/Security</u></b> The Department of Citywide Administrative Services will provide building maintenance and security staff for operations of the Public Safety Answering Center II (PSAC II) in the Bronx.	82	2,309	5,130	5,133	5,249	5,406
<b><u>Housing Court Relocation Plan</u></b> Space design and planning will be conducted for two relocation projects.		410	--	--	--	--
<b><u>Civic Center Moving and Other Costs</u></b> Close-out and debris removal costs associated with agencies relocating from 346 Broadway and 49-51 Chambers Street.		287	--	--	--	--
<b><u>EJ Ward Automated Fuel System</u></b> Equipment and warranties will be purchased for fuel terminal equipment.		444	252	351	351	351
<b><u>Citywide Procurement Innovation Initiative</u></b> The Department of Citywide Administrative Services will hire staff and an outside consultant for the agency's participation in the Citywide Procurement Innovation Initiative.	1	211	422	266	110	110
<b><u>DCAS Security Personnel Required at One Centre Street</u></b> Armed Security Officers will provide security for the Office of Court Administration's Summons Court.	10	245	489	489	489	489



## Expenditure Increases/Re-estimates

### Department of Citywide Administrative Services

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<p><b><u>Development of Computer-Based Training (CBT) Module</u></b></p> <p>The Department of Citywide Administrative Services will develop a Computer-Based Training module to provide Understanding Unconscious Bias training.</p>		65	--	--	--	--
<p><b><u>NYC Service</u></b></p>		--	366	366	366	366
<p><b><u>Other Than Personal Services for Storage</u></b></p> <p>The Board of Standards and Appeals has identified a need to increase its budget in order to cover the costs for the storage and retrieval of case files.</p>		21	21	21	21	22
<p><b><u>Staten Island Computer-Based Testing and Applications Center (CTAC) Lease</u></b></p> <p>A Computer-Based Testing and Applications Center will be opened in Staten Island.</p>		--	254	338	338	338
<p><b><u>Build-out of Space at 253 Broadway</u></b></p> <p>The Department of Citywide Administrative Services will build-out space at 253 Broadway.</p>		673	--	--	--	--
<p><b><u>Electric Vehicles Purchase</u></b></p> <p>The Department of Citywide Administrative Services requires electric vehicles, supporting equipment, and services to replace units consistent with the recently announced New York City Clean Fleet initiative.</p>		2,527	--	--	--	--
<p><b><u>Private School Security Initiative</u></b></p> <p>Private School Security Initiative.</p>		4,950	19,800	--	--	--
<p><b><u>Collective Bargaining (CTL), Maintenance Workers L237</u></b></p> <p>Collective bargaining adjustment for Maintenance Workers L237 titles, City funded.</p>		36	45	50	50	50

## Expenditure Increases/Re-estimates

### Department of Citywide Administrative Services

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<p><b><u>Funding Realignment</u></b>                      Realigns funding from the Department of Citywide Administrative Services to the Human Resources Administration for immigrant legal services, and a technical adjustment to the Mayor's Office of Immigrant Affairs.</p>		(402)	--	--	--	--
<b>Total Agency: Expenditure Increases/Re-estimates</b>	117	21,155	31,946	12,215	12,203	12,390

## AGENCY FIVE YEAR SUMMARY

### Department of Education

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>Dollars</u></b>	<i>(City Funds in 000's)</i>				
Baseline Per November 2015 Plan	\$10,280,045	\$10,759,069	\$11,218,216	\$11,810,155	\$12,118,763
Citywide Savings Program	(50,052)	(50,000)	-	-	-
Expenditure Increases / Re-estimates	42,439	99,757	151,500	184,159	189,788
<b>January 2016 Financial Plan</b>	<b><u>\$10,272,432</u></b>	<b><u>\$10,808,826</u></b>	<b><u>\$11,369,716</u></b>	<b><u>\$11,994,314</u></b>	<b><u>\$12,308,551</u></b>
<b><u>Headcount</u></b>	<i>(City Funded)</i>				
Baseline Per November 2015 Plan	91,413 P 9,214 C	91,090 P 9,193 C	90,906 P 9,189 C	90,906 P 9,190 C	90,906 P 9,190 C
Expenditure Increases / Re-estimates	13 P 131 C	309 P 277 C	446 P 475 C	583 P 653 C	720 P 656 C
<b>January 2016 Financial Plan</b>	<b>91,426 P <u>9,345 C</u></b>	<b>91,399 P <u>9,470 C</u></b>	<b>91,352 P <u>9,664 C</u></b>	<b>91,489 P <u>9,843 C</u></b>	<b>91,626 P <u>9,846 C</u></b>

C = Civilian P = Pedagogical

## Citywide Savings Program

### Department of Education

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>Non-efficiency Savings</u></b>		(50,052)	(45,000)	--	--	--
Recognition of additional grant revenue, MTA prepayment.						
<b><u>Efficiency Savings</u></b>		--	(5,000)	--	--	--
Reduction to administrative budgets.						
<b>Total Agency: Citywide Savings Program</b>		<b>(50,052)</b>	<b>(50,000)</b>	<b>--</b>	<b>--</b>	<b>--</b>

## Expenditure Increases/Re-estimates

### Department of Education

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>Collective Bargaining (IC), Maintenance Workers L237</u></b>		6	7	8	8	8
<b><u>Forecast Reestimates</u></b>		(26,190)	(32,821)	(38,012)	(37,106)	(40,034)
Updates forecasted spending and revenue for Special Ed Pre-K.						
<b><u>Roofers - L237 Settlement</u></b>		131	149	149	149	149
Roofers - L237 Settlement						
<b><u>Maintenance Workers - L237 Settlement</u></b>		35	41	45	45	45
Maintenance Workers - L237 Settlement						
<b><u>YMI Cap Adjustment</u></b>		--	630	630	630	630
Funds summer subsidies for incoming fall participants.						
<b><u>FEMA Hazard Mitigation Project</u></b>		250	--	--	--	--
Federal grant and CTL match for quick connect Phase I.						
<b><u>NYC Service Initiative</u></b>		15	--	--	--	--
<b><u>DIIT Insourcing</u></b>	35 C	--	--	--	--	--
Insourcing contractual services in DIIT.						
<b><u>ADA Compliance</u></b>	4 C	473	1,452	709	709	709
Funds installation of signage in schools across the city, and creates 4 Compliance Coordinator positions to streamline and oversee DOE's efforts in improving access for all students with disabilities.						
<b><u>City Council Member Items Reallocation</u></b>		(19)	--	--	--	--
City Council Member Items Reallocation						
<b><u>Universal Literacy</u></b>	5 P 109 C	1,375	16,405	41,958	59,241	53,989
Ensures that each 2nd grader has access to a Literacy Specialist.						
<b><u>College Visits &amp; Access</u></b>	32 C	761	8,786	13,680	19,962	19,962
Funds college visits for middle school students and services to create a college ready environment in all high schools.						

## Expenditure Increases/Re-estimates

### Department of Education

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>District-Charter Collaboration</u></b> Pairs one district and one charter school together so they can share best practices.	6 C	974	2,974	4,974	4,974	4,974
<b><u>Algebra for All</u></b> Provides PD for algebra teachers, support for students struggling with algebra, and expands Middle School algebra courses.	4 P 5 C	800	20,751	27,855	23,776	22,576
<b><u>AP for All</u></b> Ensures that all high school students have access to at least 5 AP courses.	134 P 3 C	1,298	12,554	25,052	38,832	50,913
<b><u>Single Shepherd</u></b> A dedicated counselor will be assigned to every child in Districts 7 (Bronx) and 23 (Brooklyn) for grades 6-12.	130 P 4 C	500	15,190	15,694	16,275	16,275
<b><u>Social Emotional Learning for UPK</u></b> Will provide professional development coaches and training for UPK social workers and staff to build nurturing learning environments.		--	8,110	8,699	9,145	9,145
<b><u>Mental Health Services for 100 High Need High Schools</u></b> Based on the community schools model, this initiative provides mental health services for 100 schools with the highest suspension and arrest rates.		--	6,200	6,200	6,200	6,200
<b><u>Mental Health Trainings</u></b> Funding for youth suicide prevention and other trainings for DOE staff.		4	80	--	--	--
<b><u>Safe and Supportive Opportunity Program Expanded</u></b> Funds restorative justice programs at 20 schools with the highest number of arrests, summonses and suspensions.	28 P	--	5,388	5,523	3,880	3,880
<b><u>Restorative Practices for D18 and Warning Card Schools</u></b> Restorative Practices training for staff at all schools in D18 and schools participating in the NYPD warning card pilot program.	1 P	330	862	868	876	878

## Expenditure Increases/Re-estimates

### Department of Education

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>Therapeutic Crisis Intervention for Schools</u></b> Provides de-escalation training for an additional 125 staff at schools with the highest incidence of 911 calls.		--	88	88	88	88
<b><u>Think Kids - School Safety Agent Training</u></b> Training in de-escalation practices for additional SSA cohorts.		71	82	--	--	--
<b><u>Restorative Practices Internal Capacity Building</u></b> Funds Training in Restorative Practices for DOE Staff in 120 Schools.		--	577	--	--	--
<b><u>Transition Coordination Centers (TCC)</u></b> Adds a TCC in every borough to support special education students with career/college planning services.	7 P 6 C	4,445	5,582	9,375	12,421	15,336
<b><u>Assistive Technology</u></b> Funds assistive technology to help enable students with special needs access the curriculum in ICT classrooms.		1,257	1,257	1,257	1,257	1,257
<b><u>UPK Sites -Nurses</u></b> Funds nurse-related expenses at UPK stand-alone sites.	7 C	534	558	582	604	604
<b><u>UPK Sites - Custodial Services</u></b> Funds custodial services at UPK stand-alone sites.		1,553	1,553	1,553	1,553	1,553
<b><u>Doctors in Renewal Schools</u></b> Funding for doctor sessions at schools awaiting a school health clinic or operating without one.	2 C	798	1,084	1,090	1,090	1,090
<b><u>Renewal Professional Development</u></b> Funding for professional development programs.		1,565	1,573	1,573	1,574	1,564
<b><u>Parent Coordinator PD</u></b> Funding for professional development for all Parent coordinators, Family Support Coordinators, and Family Leadership Coordinators citywide.		135	135	135	135	135

## Expenditure Increases/Re-estimates

### Department of Education

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>Translation &amp; Interpretation</u></b> Funding for translation and interpretation to make DOE major publications available in 9 languages.		2,261	2,261	2,261	2,261	2,261
<b><u>Family English Initiative</u></b> Will offer parents of Pre-K ELL students access to a free DOE Adult Education class.		37	--	--	--	--
<b><u>Operations Support</u></b> Additional Administrative Heads to provide operational support for office of pupil transportation.	31 C	765	3,445	3,476	3,476	3,476
<b><u>Navman Expansion</u></b> Funds expansion of GPS/tracking system on buses.		1,426	2,058	3,356	2,591	2,591
<b><u>Transportation Coordinator for Students in Temp Housing</u></b> Funds a coordinator of transportation services for students in temporary housing.	1 C	60	84	85	85	85
<b><u>Communications</u></b> Funding to improve DOE's digital communications and public outreach.	2 C	1,339	1,341	1,345	1,347	1,347
<b><u>Division of Contracts Additional Need</u></b> Funding for additional staff and equipment for DOE Division of Contracts and Purchasing.	18 C	2,000	2,500	2,500	2,500	2,500
<b><u>Chancellor's Parent Conferences</u></b> Funding for a series of 3 Chancellor's conferences to be held in fall 2015.		108	109	109	109	108
<b><u>Town Halls</u></b> Funds equipment and transportation for the Chancellor's Town Hall Meetings.		45	38	49	40	51
<b><u>Legionella Compliance</u></b> Funding to support cooling tower inspections and cleaning.	1 C	454	898	899	899	899



## Expenditure Increases/Re-estimates

### Department of Education

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>Specialized HS Testing</u></b> Funds an additional testing day and proctor hours for students with IEPs.		68	70	73	76	76
<b><u>SEMS</u></b> Funds updates to the Student Enrollment Management System (SEMS).		1,500	1,750	1,750	1,750	1,750
<b><u>Enterprise Messaging</u></b> Funds updates to the email systems at DOE schools and central offices.		397	360	370	382	393
<b><u>DIIT Identity Management</u></b> Funding to cover the Expense component of a Capital Project.		422	422	422	422	422
<b><u>Data Tracking &amp; Sharing for Renewal Schools</u></b> Funding for an interface that will efficiently share DOE data about Renewal and Community Schools between city agencies.	2 C	2,492	378	379	379	379
<b><u>Speech Clinic</u></b> Funds a speech clinic for DOE speech teachers that was previously grant funded.		500	500	500	500	500
<b><u>Boiler Regulation Staffing</u></b> Funds to hire three new heads to oversee boiler regulation compliance.	3 C	165	298	299	299	299
<b><u>Fuel Tank Compliance</u></b> Funds for two new heads to ensure compliance of fuel tank inspections.	2 C	71	127	128	128	128
<b><u>Facilities Work for Cafeteria Kitchens</u></b> Facilities Work and equipment for Cafeteria Kitchens.		1,206	3,217	3,217	--	--
<b><u>TEMCO &amp; ABM Settlement</u></b> Funds retroactive payments related to prevailing wage increases.		26,306	--	--	--	--

## Expenditure Increases/Re-estimates

### Department of Education

Description	City Personnel As of 6/30/17	(City Funds in 000's)					
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<p><b><u>ATU Settlement</u></b> Funds labor liability for Local 1181 per settlement agreement.</p>		9,070	--	--	--	--	
<p><b><u>Attorneys - OSI</u></b> Funding for additional attorneys needed to manage a protocol shift at the Office of Special Investigations.</p>	4 C	646	654	597	597	597	
<b>Total Agency: Expenditure Increases/Re-estimates</b>		309 P 277 C	42,439	99,757	151,500	184,159	189,788

## AGENCY FIVE YEAR SUMMARY

### City University

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>Dollars</u></b>	<i>(City Funds in 000's)</i>				
Baseline Per November 2015 Plan	\$720,033	\$695,067	\$715,526	\$738,490	\$738,490
Citywide Savings Program	-	(3,000)	(3,000)	(3,000)	(3,000)
Expenditure Increases / Re-estimates	(1,799)	6,687	4,015	6,011	14,014
<b>January 2016 Financial Plan</b>	<b><u>\$718,234</u></b>	<b><u>\$698,754</u></b>	<b><u>\$716,541</u></b>	<b><u>\$741,501</u></b>	<b><u>\$749,504</u></b>
<b><u>Headcount</u></b>	<i>(City Funded)</i>				
Baseline Per November 2015 Plan	4,357 P 1,855 C	4,391 P 1,853 C	4,391 P 1,853 C	4,391 P 1,853 C	4,391 P 1,853 C
Expenditure Increases / Re-estimates	1 C	11 C	17 C	23 C	23 C
<b>January 2016 Financial Plan</b>	<b><u>4,357 P</u></b> <b><u>1,856 C</u></b>	<b><u>4,391 P</u></b> <b><u>1,864 C</u></b>	<b><u>4,391 P</u></b> <b><u>1,870 C</u></b>	<b><u>4,391 P</u></b> <b><u>1,876 C</u></b>	<b><u>4,391 P</u></b> <b><u>1,876 C</u></b>

C = Civilian P = Pedagogical

## Citywide Savings Program

### City University

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<p><b><u>Efficiency Savings</u></b>                      Electrical, Division of Parole CEO Program, Diamond Pad Method, Riding Equipment, Space Utilization, Redistribution of Responsibilities, In-House Staffing, Chilled water system upgrades and Philanthropy.</p>		--	(3,000)	(3,000)	(3,000)	(3,000)
<b>Total Agency: Citywide Savings Program</b>		--	(3,000)	(3,000)	(3,000)	(3,000)

## Expenditure Increases/Re-estimates

### City University

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>College Visits</u></b> Funding will provide one college visit for every middle school student and support administrative staff, campus coordinators and student ambassadors to facilitate visits for high school students.	8 C	169	1,202	2,391	3,404	3,412
<b><u>ASAP Building Rentals</u></b> OTPS costs related to planned ASAP expansion.		--	3,000	3,000	3,000	3,000
<b><u>City Council Member Item</u></b> City Council Member Item Reallocation.		28	--	--	--	--
<b><u>Rental Aid</u></b> Increase rental aid to meet need		--	181	181	181	181
<b><u>Maintenance Workers</u></b> Collective Bargaining Agreement for Maintenance Workers		150	178	195	195	195
<b><u>Cement Masons</u></b> Collective Bargaining Agreement for Cement Masons		9	10	10	10	10
<b><u>Algebra For All</u></b> Funding will support certification for DOE teachers.	1 C	--	538	538	1,521	1,815
<b><u>LaGuardia Rent</u></b> Adjustment meant to reflect actual revenue collection.		(2,300)	(2,300)	(2,300)	(2,300)	(2,300)
<b><u>Fringe</u></b> Adjustment to reflect out year rate.		--	--	--	--	7,701
<b><u>Paycheck Plus Demonstration</u></b> CEO: Paycheck Plus Demonstration		145	2,298	--	--	--
<b><u>Civic Justice Corps</u></b> CEO: Civice Justice Corps	2 C	--	1,400	--	--	--

## Expenditure Increases/Re-estimates

### City University

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>CEO Program Directors</u></b>		--	180	--	--	--
Technical Assistance for CEO Program Directors						
<b>Total Agency: Expenditure Increases/Re-estimates</b>	<b>11 C</b>	<b>(1,799)</b>	<b>6,687</b>	<b>4,015</b>	<b>6,011</b>	<b>14,014</b>

## AGENCY FIVE YEAR SUMMARY

### Health and Hospitals Corporation

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>Dollars</u></b>					
	<i>(City Funds in 000's)</i>				
Baseline Per November 2015 Plan	\$373,981	\$448,196	\$513,598	\$531,895	\$531,895
Expenditure Increases / Re-estimates	223,209	228,089	228,274	228,382	228,665
<b>January 2016 Financial Plan</b>	<b><u><u>\$597,190</u></u></b>	<b><u><u>\$676,285</u></u></b>	<b><u><u>\$741,872</u></u></b>	<b><u><u>\$760,277</u></u></b>	<b><u><u>\$760,560</u></u></b>

## Expenditure Increases/Re-estimates

### Health and Hospitals Corporation

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>Expansion of Inspector General's Office</u></b> Funding for additional personnel in the HHC Office of the Inspector General, now under the direction of the NYC Department of Investigation.		4,749	9,497	9,497	9,497	9,497
<b><u>Medicaid Funding Transfer to HHC</u></b> Preserves HHC's local share of supplemental Medicaid for which there is no longer a federal match.		204,000	204,000	204,000	204,000	204,000
<b><u>City Council Member Item</u></b> Asthma Control Program		56	--	--	--	--
<b><u>Collective Bargaining Transfer</u></b> Wage and lump-sum transfer for L237 maintenance workers, cement masons, and mason's helpers.		466	557	603	603	603
<b><u>Correctional Health: Personnel Transfer</u></b> Salary and fringe cost for administrative staff and transfer of nursing staff to HHC.		7,067	11,627	11,627	11,627	11,627
<b><u>Correctional Health: Baseline Funding</u></b> Non-personnel operating expenses incurred in the transfer of correctional health to HHC.		6,871	2,408	2,547	2,655	2,938
<b>Total Agency: Expenditure Increases/Re-estimates</b>		<b>223,209</b>	<b>228,089</b>	<b>228,274</b>	<b>228,382</b>	<b>228,665</b>



## AGENCY FIVE YEAR SUMMARY

### Department for the Aging

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>Dollars</u></b>	<i>(City Funds in 000's)</i>				
Baseline Per November 2015 Plan	\$200,859	\$162,877	\$163,839	\$164,684	\$164,684
Citywide Savings Program	(5,000)	-	-	-	-
Expenditure Increases / Re-estimates	(14)	5,303	5,300	5,300	5,300
<b>January 2016 Financial Plan</b>	<b><u><u>\$195,845</u></u></b>	<b><u><u>\$168,180</u></u></b>	<b><u><u>\$169,139</u></u></b>	<b><u><u>\$169,984</u></u></b>	<b><u><u>\$169,984</u></u></b>
<b><u>Headcount</u></b>	<i>(City Funded)</i>				
Baseline Per November 2015 Plan	143	143	143	143	143
Expenditure Increases / Re-estimates	3	3	3	3	3
<b>January 2016 Financial Plan</b>	<b><u><u>146</u></u></b>	<b><u><u>146</u></u></b>	<b><u><u>146</u></u></b>	<b><u><u>146</u></u></b>	<b><u><u>146</u></u></b>

## Citywide Savings Program

### Department for the Aging

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<p><b><u>One Time Revenue</u></b>                      Prior year revenue adjustment.</p>		(5,000)	--	--	--	--
<b>Total Agency: Citywide Savings Program</b>		<b>(5,000)</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>

## Expenditure Increases/Re-estimates

### Department for the Aging

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>Elder Abuse Prevention</u></b> Funding to continue and expand efforts to prevent elder abuse.		--	3,500	3,500	3,500	3,500
<b><u>Thrive NYC: Friendly Visiting</u></b> Funding for a new volunteer initiative to visit about 1,200 seniors each year to reduce social isolation, identify service gaps, and make referrals to appropriate services.		--	1,800	1,800	1,800	1,800
<b><u>Headcount Adjustment</u></b>	3	--	--	--	--	--
<b><u>Member Items</u></b>		(25)	--	--	--	--
<b><u>City Service Corps (DFTA)</u></b>		11	3	--	--	--
<b>Total Agency: Expenditure Increases/Re-estimates</b>	<b>3</b>	<b>(14)</b>	<b>5,303</b>	<b>5,300</b>	<b>5,300</b>	<b>5,300</b>

## AGENCY FIVE YEAR SUMMARY

### Department of Small Business Services

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>Dollars</u></b>	<i>(City Funds in 000's)</i>				
Baseline Per November 2015 Plan	\$108,123	\$72,434	\$70,022	\$65,649	\$65,649
Citywide Savings Program	(1,913)	(451)	(290)	(286)	(282)
Expenditure Increases / Re-estimates	36,117	30,740	6,898	6,970	7,022
<b>January 2016 Financial Plan</b>	<b><u><u>\$142,327</u></u></b>	<b><u><u>\$102,723</u></u></b>	<b><u><u>\$76,630</u></u></b>	<b><u><u>\$72,333</u></u></b>	<b><u><u>\$72,389</u></u></b>
<b><u>Headcount</u></b>	<i>(City Funded)</i>				
Baseline Per November 2015 Plan	189	180	180	167	167
Expenditure Increases / Re-estimates	-	6	-	-	-
<b>January 2016 Financial Plan</b>	<b><u><u>189</u></u></b>	<b><u><u>186</u></u></b>	<b><u><u>180</u></u></b>	<b><u><u>167</u></u></b>	<b><u><u>167</u></u></b>

## Citywide Savings Program

### Department of Small Business Services

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<p><b><u>BDD Legacy Business Support</u></b></p> <p>The Department of Small Business Services will realize savings due to changes to the Business Development Divisions's (BDD) Legacy Business Support implementation timeline.</p>		(160)	--	--	--	--
<p><b><u>Small Business First PS</u></b></p> <p>The Department of Small Business Services will realize savings due to changes to Small Business First's program implementation timeline.</p>		(100)	--	--	--	--
<p><b><u>NDD Neighborhood Initiative</u></b></p> <p>The Department of Small Business Services will realize savings due to changes to the Neighborhood Development Division's (NDD) Neighborhood Initiative's program implementation timeline.</p>		(1,000)	--	--	--	--
<p><b><u>WDD Cool Roofs Support Center</u></b></p> <p>The Department of Small Business Services will realize savings due to changes to the Workforce Development Division's (WDD) Cool Roofs Support Center's program implementation timeline.</p>		(350)	--	--	--	--
<p><b><u>OER Efficiency Savings</u></b></p> <p>The Office of Environmental Remediation achieved savings in its Voluntary Cleanup Program.</p>		(156)	(156)	--	--	--
<p><b><u>TGI Efficiency Savings</u></b></p> <p>The Trust for Governors Island achieved savings by implementing more efficient staffing.</p>		(147)	(295)	(290)	(286)	(282)
<b>Total Agency: Citywide Savings Program</b>		<b>(1,913)</b>	<b>(451)</b>	<b>(290)</b>	<b>(286)</b>	<b>(282)</b>

## Expenditure Increases/Re-estimates

### Department of Small Business Services

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>Reallocation of One City programs</u></b> The New York City Economic Development Corporation will receive funding in FY16 for various One City programs.		2,815	--	--	--	--
<b><u>Bus Program</u></b> The Department of Small Business Services will receive funding for the Bus Program.		28,770	113	--	--	--
<b><u>CEO Funding Adjustment</u></b> The Department of Small Business Services will adjust funding for the Center for Economic Opportunity (CEO).	6	--	3,549	--	--	--
<b><u>Economic Development Studies</u></b> The New York City Economic Development Corporation will receive funding for economic development studies.		2,071	--	--	--	--
<b><u>MWBE Bond Surety Fund</u></b> The Department of Small Business Services will receive funding for a Minority and Women's Business Enterprises's (MWBE) bond surety program.		100	9,900	--	--	--
<b><u>MWBE Loan Program</u></b> The Department of Small Business Services will receive funding for a Minority and Women's Business Enterprises's (MWBE) loan program.		100	9,900	--	--	--
<b><u>NYC and Co Funding</u></b> New York City & Company will receive additional funding to maintain current operating levels.		--	6,000	6,000	6,000	6,000
<b><u>NYCHA Small Business First Center Lease</u></b> The Department of Small Business Services will transfer funding to New York City Housing Authority (NYCHA) for the leasing of property for the SBS Small Business First Center.		(442)	--	--	--	--

## Expenditure Increases/Re-estimates

### Department of Small Business Services

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>OER EPIC</u></b> The Office of Environmental Remediation will receive funding for maintenance of the Environmental Project Information Center (EPIC) database.		35	50	50	50	30
<b><u>OER Grant Writing</u></b> The Office of Environmental Remediation will receive funding for grant writing consultants.		10	9	9	9	9
<b><u>OER Training</u></b> The Office of Environmental Remediation will receive funding for technical training.		20	20	20	20	20
<b><u>Small Business First Portal Expenses</u></b> The Department of Small Business Services will receive funding for training, other one-time costs, and annual cloud-based fees associated with development of the Small Business First Portal.		140	630	180	180	180
<b><u>TGI Hills Maintenance</u></b> The Trust for Governors Island will receive maintenance funding for the Hills.		--	485	495	505	515
<b><u>TGI Operating Funding</u></b> The Trust for Governors Island will receive additional operating funding.		2,513	84	144	206	268
<b><u>City Council Member Item Reallocation</u></b> The Department of Small Business Services will reallocate funding for City Council changes.		(15)	--	--	--	--
<b>Total Agency: Expenditure Increases/Re-estimates</b>	<b>6</b>	<b>36,117</b>	<b>30,740</b>	<b>6,898</b>	<b>6,970</b>	<b>7,022</b>

## AGENCY FIVE YEAR SUMMARY

### Department of Buildings

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>Dollars</u></b>	<i>(City Funds in 000's)</i>				
Baseline Per November 2015 Plan	\$154,640	\$153,440	\$145,931	\$141,990	\$141,990
Expenditure Increases / Re-estimates	606	1,980	3,388	3,388	3,388
<b>January 2016 Financial Plan</b>	<b><u><u>\$155,246</u></u></b>	<b><u><u>\$155,420</u></u></b>	<b><u><u>\$149,319</u></u></b>	<b><u><u>\$145,378</u></u></b>	<b><u><u>\$145,378</u></u></b>
<b><u>Headcount</u></b>	<i>(City Funded)</i>				
Baseline Per November 2015 Plan	1,438	1,550	1,512	1,512	1,512
Expenditure Increases / Re-estimates	12	29	20	20	20
<b>January 2016 Financial Plan</b>	<b><u><u>1,450</u></u></b>	<b><u><u>1,579</u></u></b>	<b><u><u>1,532</u></u></b>	<b><u><u>1,532</u></u></b>	<b><u><u>1,532</u></u></b>



## Expenditure Increases/Re-estimates

### Department of Buildings

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<u><b>Administrative Support for DOB Affordable Housing Division</b></u> The Department of Buildings will receive funding to hire support staff for the Affordable Housing team.	2	55	110	110	110	110
<u><b>DOB Build it Back</b></u> The Department of Buildings will receive funding for the Build it Back program.	9	368	552	--	--	--
<u><b>DOB Cooling Towers</b></u> The Department of Buildings will receive funding to hire staff to work on Cooling Tower registration compliance.	1	28	55	55	55	55
<u><b>Funding for Enforcement of Local Law 11</b></u> The Department of Buildings will receive funding for Facade enforcement.	10	--	685	685	685	685
<u><b>DOB Lease</b></u> The Department of Buildings will receive funding to lease office space.		--	--	2,000	2,000	2,000
<u><b>DOB Supplies</b></u> The Department of Buildings will receive funding for supplies, equipment, and other resources for new staff hired.		30	40	--	--	--
<u><b>DOB Study</b></u> The Department of Buildings will receive funding for a study.		125	--	--	--	--
<u><b>DOB Universal Pre-K</b></u> The Department of Buildings will receive baseline funding for staff inspecting Universal Pre-kindergarten centers.	7	--	538	538	538	538
<b>Total Agency: Expenditure Increases/Re-estimates</b>	<b>29</b>	<b>606</b>	<b>1,980</b>	<b>3,388</b>	<b>3,388</b>	<b>3,388</b>

## AGENCY FIVE YEAR SUMMARY

### Department of Environmental Protection

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>Dollars</u></b>	<i>(City Funds in 000's)</i>				
Baseline Per November 2015 Plan	\$1,147,568	\$1,100,403	\$1,072,318	\$1,054,106	\$1,054,106
Expenditure Increases / Re-estimates	39,504	25,219	29,036	27,412	20,829
<b>January 2016 Financial Plan</b>	<b><u><u>\$1,187,072</u></u></b>	<b><u><u>\$1,125,622</u></u></b>	<b><u><u>\$1,101,354</u></u></b>	<b><u><u>\$1,081,518</u></u></b>	<b><u><u>\$1,074,935</u></u></b>
<b><u>Headcount</u></b>	<i>(City Funded)</i>				
Baseline Per November 2015 Plan	236	236	236	236	236
Expenditure Increases / Re-estimates	2	2	2	2	2
<b>January 2016 Financial Plan</b>	<b><u><u>238</u></u></b>	<b><u><u>238</u></u></b>	<b><u><u>238</u></u></b>	<b><u><u>238</u></u></b>	<b><u><u>238</u></u></b>

## Expenditure Increases/Re-estimates

### Department of Environmental Protection

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>Environmental Police Officer Collective Bargaining</u></b> Environmental Police Officer Collective Bargaining		750	750	750	750	750
<b><u>Removal, Transportation and Disposal of NYC Biosolids</u></b> Increase the reliability of the Biosolids program due to servicing limitations by preparing new regional service contracts and increasing the rail requirement.		5,046	6,125	6,713	7,313	7,313
<b><u>Dewatering and Thickening Centrifuge Maintenance in Wastewater Treatment Facilities</u></b> DEP relies on dewatering centrifuges to dry out the solid wastes produced by all the NYC sewage treatment plants so that the waste can then be trucked to a landfill.		4,099	4,277	5,217	5,217	5,217
<b><u>Citywide Interceptor Cleaning</u></b> A 2012 Order on Consent requires DEP to inspect and clean interceptor sewers every two years. Additional funding will allow DEP to accommodate the increased level of inspection and maintenance of interceptor sewers.		878	1,456	1,456	1,456	1,456
<b><u>Catch Basin Inspections</u></b> Change the catch basin inspection cycle from 3 years to 1 year.		--	3,941	3,116	3,116	--
<b><u>MS4 Contracts</u></b> This item includes funding for MS4 stormwater management contract, good housekeeping contract, floatable trash character study and media campaign.		(2,409)	1,378	3,591	1,367	--
<b><u>Environmental Impact Statement</u></b> This request is for the procurement of environmental review contract services to prepare an Environmental Impact Statement to support the modification of the Catskill Inflow Chamber state pollutant discharge permit.		--	1,000	1,500	1,500	--
<b><u>Energy Study</u></b> Energy study to evaluate strategies to reach the City's greenhouse gas reduction goals.		--	200	600	600	--

## Expenditure Increases/Re-estimates

### Department of Environmental Protection

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>Water Fountain Installations</u></b> Install water fountains and bottle fillers in parks and schools.		--	500	500	500	500
<b><u>Office of Environmental Remediation Hazardous Waste Fee and Financial Operations</u></b> The Mayor's Office of Environmental Remediation will receive funding for the Hazardous Waste Exemption program and for financial operations.	2	46	91	91	91	91
<b><u>CBU 150 Collective Bargaining (Cement Masons) L237 - Intra-City DEP</u></b>		5	5	5	5	5
<b><u>City Service Corps (DEP)</u></b>		10	(1)	--	--	--
<b><u>Clean Energy Financing Products</u></b> Clean Energy Financing Products for Retrofit Accelerator Program		500	--	--	--	--
<b><u>System Operation, Maintenance, and Support Needs</u></b> Various Job Order Contracts related to digester repair, electrical and HVAC work, and emergency generator repair; parts & equipment; asbestos abatement; supplemental professional services; storm water reduction Best Management Practices; and Combined Sewer Overflow Monitoring.		23,131	--	--	--	--
<b><u>Capitally Ineligible Items</u></b> Items under Cannonsville leak emergency project and the Queens groundwater project that are identified as capitally ineligible.		4,700	--	--	--	--

## Expenditure Increases/Re-estimates

### Department of Environmental Protection

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<p><b><u>Arterial Highway Catch Basin Cleaning and Repair</u></b>                      Contract for cleaning and repairing catch basins on arterial highways.</p>		2,748	5,497	5,497	5,497	5,497
<b>Total Agency: Expenditure Increases/Re-estimates</b>	<b>2</b>	<b>39,504</b>	<b>25,219</b>	<b>29,036</b>	<b>27,412</b>	<b>20,829</b>

## AGENCY FIVE YEAR SUMMARY

### Debt Service

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>Dollars</u></b>	<i>(City Funds in 000's)</i>				
Baseline Per November 2015 Plan	\$2,743,783	\$6,321,844	\$6,932,004	\$7,447,418	\$7,996,465
Citywide Savings Program	(398,682)	(8,029)	(22,918)	(27,290)	(24,379)
Expenditure Increases / Re-estimates	2,159,736	(2,159,736)	-	-	-
<b>January 2016 Financial Plan</b>	<b><u><u>\$4,504,837</u></u></b>	<b><u><u>\$4,154,079</u></u></b>	<b><u><u>\$6,909,086</u></u></b>	<b><u><u>\$7,420,128</u></u></b>	<b><u><u>\$7,972,086</u></u></b>

## Citywide Savings Program

### Debt Service

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>GO Variable Rate Interest</u></b>		(226,666)	--	--	--	--
GO Variable Rate Interest						
<b><u>GO Variable Rate Support Fees</u></b>		(20,000)	--	--	--	--
GO Variable Rate Support Fees						
<b><u>Lease Debt - ECF</u></b>		(16,422)	--	--	--	--
Lease Debt - Education Construction Fund						
<b><u>Lease Debt - DASNY Courts</u></b>		(40,980)	--	--	--	--
Lease Debt - DASNY Courts						
<b><u>TFA Retention</u></b>		(94,614)	(5,878)	(12,514)	(14,403)	(12,768)
TFA Retention						
<b><u>GO Int Earnings on Proceeds</u></b>		--	450	--	(50)	(75)
GO Interest Earnings on Proceeds						
<b><u>GO Issuance</u></b>		--	(2,601)	(10,404)	(12,837)	(11,536)
Reflects the changes of the GO issuance pattern						
<b>Total Agency: Citywide Savings Program</b>		<b>(398,682)</b>	<b>(8,029)</b>	<b>(22,918)</b>	<b>(27,290)</b>	<b>(24,379)</b>

## Expenditure Increases/Re-estimates

### Debt Service

Description	City Personnel As of 6/30/17	(City Funds in 000's)				
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><u>Debt Service Prepayment</u></b>		2,159,736	(2,159,736)	--	--	--
Debt Service Prepayment						
<b>Total Agency: Expenditure Increases/Re-estimates</b>		<b>2,159,736</b>	<b>(2,159,736)</b>	<b>--</b>	<b>--</b>	<b>--</b>