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the PEOPLE'S budget

FIGHTING FOR THE NYC DREAM

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JOHN C. LIU

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The People's Budget:

Fighting for the New York City Dream



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About the New York City Comptroller's Office

The New York City Comptroller, an independently elected official, is the Chief Financial Officer of the City of New York. The mission of the office is to ensure the financial health of New York City by advising the Mayor, the City Council, and the public of the City's financial condition. The Comptroller also makes recommendations on City programs and operations, fiscal policies, and financial transactions. In addition, the Comptroller manages the assets of the five New York City Pension Funds, performs budgetary analysis, keeps the City's accounts, audits City agencies, manages the City's debt issuance, and registers proposed contracts. His office employs a workforce of more than 700 professional staff members. These employees include accountants, attorneys, computer analysts, economists, engineers, budget, financial and investment analysts, claim specialists, and researchers, in addition to clerical and administrative support staff.



Introduction

Every year, the mayor of New York City and the City Council engage in an annual ritual that has come to be known as “The Budget Dance.” It begins when the mayor submits his budget, which typically includes cuts to an array of social service, public safety, and educational programs.

The City Council spends much time debating these cuts and listening to testimony from the various constituencies impacted by them. These groups may include, but are not limited to, senior center and day care center advocates, representatives from the teacher’s, police, fire, and hospital unions, and those defending libraries and other cultural institutions. The debate around the mayor’s proposed cuts to these organizations tends to dominate news coverage and as a result, public thinking about the City budget.

The Budget Dance, however, is a discussion about some \$400 million, or less than one-half of one percent of the City’s \$70 billion budget. In this fashion, the dance has come to serve as a set of blinders to direct public attention away from what happens with the other \$69.6 billion, or the real meat of the City’s budget.

The People’s Budget reflects the priorities of high-quality public education, strong neighborhoods, public safety, and job creation.

Nearly \$38 billion of the budget is dedicated to items that are mandated or relatively difficult to alter (i.e. Medicaid, pension obligations, and debt service). But approximately \$32 billion is discretionary in nature and can be more easily invested in new ways to create a sustainable future for the City of New York. What follows is a close examination of this discretionary portion of the City’s budget.

The People’s Budget is a series of proposals for revenue growth, cost savings, and new investments that reflect the priorities and values of an agenda that supports high-quality public education, strong neighborhoods, public safety, and job creation.

It begins with a progressive income tax reform program that would raise more than \$1.2 billion annually by increasing tax rates on those in upper income brackets in order to provide substantive tax relief to the middle class and working poor.

It includes calls to claw-back subsidies from large corporations that have benefited from exceptional deals made long ago but that have failed to deliver on promises for job creation.

It suggests methods for making government smarter, and more efficient. These include in-sourcing technology contracts, charging rent to charter schools, and reforming the administration of the public employee pension system, among others.





Together, the cost saving and revenue generation proposals can produce nearly \$15 billion, over four years, in new resources that can be redirected toward tax relief and new investments in New York City's future. The centerpiece of those investments is aimed at rebuilding New York City's public school system, a priority because of its foundational role in the City's economy.

The People's Budget proposes early childhood programs, free breakfast in public school classrooms, the funding of technology education for middle school students, and an increase in the number of school counselors to insure that New York City students are prepared and able to go to college.

These investments, together with those earmarked for public safety—such as the hiring of 5,000 more police officers and keeping 20 fire companies operating—as well as community building, balance The People's Budget by utilizing the \$15 billion raised over four years.

But The People's Budget is not a simple zero-sum analysis. Many of its ideas are actually a reinvention of City spending so that better management and savings from one area can be reinvested toward a higher goal and a better strategy for that same area. For example, expensive Access-A-Ride trips for the disabled can be reduced by making the entire New York City taxi fleet wheelchair accessible. Middle school students learning technology skills participate in a MOUSE program that teaches them to repair the computers in their school, cutting or eliminating the cost of bringing in outside help.

Many of the more than 70 proposals in the pages that follow take that same approach. But The People's Budget is not set in stone. It is a living, breathing document that calls for full public participation in the entirety of New York City spending.

CHANGES TO FY 2014 - FY 2017

Since the January 2013 Financial Plan

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2014 - 2017
REVENUE CHANGES - INCREASE / (DECREASE)					
Tax Revenue Forecast	\$975,625	\$1,199,950	\$1,375,016	\$1,449,951	\$5,000,542
Non-Tax Revenue	\$741,687	\$741,687	\$741,687	\$914,787	\$3,139,848
Sub-total Revenue Changes	\$1,717,312	\$1,941,637	\$2,116,703	\$2,364,738	\$8,140,390
EXPENSE CHANGES - INCREASES / (DECREASE)					
Agency Expense Changes	\$910,830	\$1,567,813	\$2,249,448	\$2,975,641	\$7,703,733
Debt Service	\$13,948	\$71,068	\$143,979	\$225,217	\$454,211
Pension	\$0	(\$11,000)	(\$36,800)	(\$62,700)	(\$110,500)
Sub-total Expense Changes	\$924,778	\$1,627,881	\$2,356,627	\$3,138,158	\$8,047,444
Excess of Revenue Over Expenditures	\$792,534	\$313,756	(\$239,924)	(\$773,420)	\$92,947





SUMMARY OF PROPOSALS — FY 2014 - FY 2017

EXPENSE BUDGET

(\$000s)

	FY 2014	FY 2015	FY 2016	FY 2017
Revenue Generation	(\$2,545,325)	(\$2,805,650)	(\$3,014,716)	(\$3,296,751)
Smart Government	(\$528,188)	(\$655,658)	(\$768,655)	(\$846,660)
Public Education	\$708,926	\$1,254,906	\$1,803,451	\$2,351,666
Public Safety	\$135,642	\$225,907	\$326,459	\$435,777
Strong Communities	\$219,961	\$396,789	\$589,435	\$791,438
Economic Security	\$40,450	\$57,950	\$57,950	\$57,950
Tax Relief	\$1,176,000	\$1,212,000	\$1,246,000	\$1,280,000
TOTAL	(\$792,534)	(\$313,756)	\$239,924	\$773,420

CAPITAL BUDGET

	FY 2014	FY 2015	FY 2016	FY 2017
Strong Communities	\$797,000	\$873,000	\$983,000	\$1,075,000
TOTAL	\$797,000	\$873,000	\$983,000	\$1,075,000

Jobs

EXPENSE BUDGET	FY 2014	FY 2015	FY 2016	FY 2017
Revenue Generation	N/A	N/A	N/A	N/A
Smart Government	184	49	(87)	(137)
Public Education	5,248	9,933	14,620	19,305
Public Safety	2,006	3,386	4,765	6,144
Strong Communities	833	1,632	2,430	3,229
Economic Security	N/A	N/A	N/A	N/A
Tax Relief	N/A	N/A	N/A	N/A
SUB-TOTAL	8,272	14,999	21,728	28,541
CAPITAL BUDGET	FY 2014	FY 2015	FY 2016	FY 2017
Strong Communities	4,400	6,200	6,221	6,783
SUB-TOTAL	4,400	6,200	6,221	6,783
TOTAL	12,672	21,199	27,949	35,324

NOTE: Throughout this report, unless otherwise specified, negative budget numbers indicate increased revenues or cost savings while positive numbers indicate decreased revenues or increased expenditures.





Proposals

REVENUE GENERATION

Over the past 30 years there has been a tremendous polarization of income and wealth in both the United States and in New York City. A small segment of the population has amassed an unimaginable level of wealth while the incomes of the majority have languished. Yet, there has been very little alteration in the system of taxation at the federal, state, or local levels. In fact, the tax system has been tilted further in favor of the wealthiest tax payers. While recognizing the competitive constraints on local taxation, The People's Budget proposes a series of tax changes that would shift more of the responsibility to maintain civic services and infrastructure toward the businesses and individuals that benefit most from the City's enormous wealth-generating capacity.

To restore progressivity to the City's Personal Income Tax system, The People's Budget proposes a change in rates that would lower income taxes for more than 98 percent of New York City tax filers while raising the effective rate on the rest by less than 1.5 percentage points. The People's Budget also proposes to provide tax relief to more than 260,000 small businesses by closing loopholes in the existing tax system that unfairly benefit certain industries or businesses, and by ending or recovering public subsidies that were awarded conditionally or without sound justification. The People's Budget also proposes to impose new user fees on commuters who utilize critical City infrastructure, but due to their residence outside of the City, don't contribute proportionately to its maintenance and improvement.

REVENUE GENERATION PROPOSALS

(\$000s)

Agency	Proposal	FY 2014	FY 2015	FY 2016	FY 2017
DOF	Personal Income Tax (PIT) Reform for the 1%	(\$1,242,000)	(\$1,299,000)	(\$1,354,000)	(\$1,408,000)
DOF	Increase Commercial Real-Estate Tax	(\$250,000)	(\$400,000)	(\$500,000)	(\$500,000)
DOT	Non-City Resident Tolls on East River and Harlem River Bridges	(\$410,000)	(\$410,000)	(\$410,000)	(\$410,000)
DOF	Charge Insurance Companies the General Corporation Tax (GCT)	(\$310,000)	(\$322,400)	(\$335,296)	(\$348,708)
DOF	Private Equity Firms Pay Unincorporated Business Tax (UBT) for Carried Interest	(\$200,000)	(\$207,000)	(\$214,245)	(\$221,744)
EDC	Renegotiate Marriott Marquis Lease	(\$42,950)	(\$42,950)	(\$42,950)	(\$216,050)
EDC	Clawbacks of Tax Benefits Issued to Firms that Do Not Meet Benchmarks	(\$33,125)	(\$66,250)	(\$99,375)	(\$132,500)
Citywide	HP Settlement	(\$40,750)	(\$40,750)	(\$40,750)	(\$40,750)
EDC	Eliminate Property Tax Exemption for Madison Square Garden	(\$16,500)	(\$17,300)	(\$18,100)	(\$19,000)
	TOTAL	(\$2,545,325)	(\$2,805,650)	(\$3,014,716)	(\$3,296,751)
	JOBS	N/A	N/A	N/A	N/A





PROPOSALS REVENUE GENERATION

PROPOSAL DETAILS

Proposal	PERSONAL INCOME TAX (PIT) REFORM FOR THE 1%
Budget Category	Revenue Growth
Revenue	Yes
PS	No
OTPS	No
Description	NYC's PIT would be made more progressive, lowering rates for most households earning less than \$500,000 and raising rates on households earnings more than that amount.
Beneficiaries	Taxpayers

Proposal	INCREASE COMMERCIAL REAL-ESTATE TAX
Budget Category	Revenue Growth
Revenue	Yes
PS	No
OTPS	No
Description	The share of the NYC Real Property Tax levied on Class 4 commercial properties decreased from 47.5 percent in FY 1997 to 39.8 percent in FY 2012, while the share paid by Class 1 and 2 residential properties increased from 46.1 percent to 53.2 percent. The proposal would phase in higher tax rates on class 4 commercial properties.
Beneficiaries	Taxpayers

Proposal	NON-CITY RESIDENT TOLLS ON EAST RIVER AND HARLEM RIVER BRIDGES
Budget Category	Revenue Growth
Revenue	Yes
PS	No
OTPS	No
Description	Non-City residents account for 24 percent of trips on the East River bridges and 35 percent of trips on the Harlem River bridges. Tolling non-City residents would raise money for infrastructure and mitigate congestion. Potential investments include bridge maintenance and repair, expanding rapid bus service, and offsetting increased City contributions to the MTA. An E-ZPass and license-plate recognition system would bill registered drivers. <i>This Independent Budget Office proposal is detailed in the IBO's 2012 Budget Options for New York City Report.</i>
Beneficiaries	Taxpayers





PROPOSALS REVENUE GENERATION

PROPOSAL DETAILS *continued*

Proposal	CHARGE INSURANCE COMPANIES THE GENERAL CORPORATION TAX (GCT)
Budget Category	Revenue Growth
Revenue	Yes
PS	No
OTPS	No
Description	The City's Insurance Corporation Tax was eliminated in 1974 and today insurance companies are the only large category of businesses that is exempt from the New York City GCT. <i>This Independent Budget Office proposal is detailed in the IBO's 2012 Budget Options for New York City Report.</i>
Beneficiaries	Taxpayers

Proposal	PRIVATE EQUITY FIRMS PAY UNINCORPORATED BUSINESS TAX (UBT) FOR CARRIED INTEREST
Budget Category	Revenue Growth
Revenue	Yes
PS	No
OTPS	No
Description	New York City's UBT distinguishes between ordinary business income, which is taxable, and income or gains from assets held for investment purposes, which are not taxable. The proposal reclassifies the portion of gains allocated to investment fund managers—also known as "carried interest"—as taxable business income. <i>This Independent Budget Office proposal is detailed in the IBO's 2012 Budget Options for New York City Report.</i>
Beneficiaries	Taxpayers

Proposal	RENEGOTIATE MARRIOTT MARQUIS LEASE
Budget Category	Revenue Growth
Revenue	Yes
PS	No
OTPS	No
Description	Taxpayers stand to lose \$344.9 million since the EDC rewrote the Marriott Marquis' lease with two major changes: 1) below market value purchase price (loss of \$173.1 million) and 2) rent forgiveness (loss of \$171.8 million). This proposal calls on the City to renegotiate the lease.
Beneficiaries	Taxpayers





PROPOSALS REVENUE GENERATION

PROPOSAL DETAILS *continued*

Proposal	CLAWBACKS OF TAX BENEFITS ISSUED TO FIRMS THAT DO NOT MEET BENCHMARKS
Budget Category	Revenue Growth
Revenue	Yes
PS	No
OTPS	No
Description	Over the past decade, the City has recouped \$87 million from companies that received benefits from the EDC and failed to fulfill their commitments to the City. With increased vigilance and prosecution, the City should be able to recoup even more funds.
Beneficiaries	Taxpayers

Proposal	HP SETTLEMENT
Budget Category	Revenue Growth
Revenue	Yes
PS	No
OTPS	No
Description	HP owes the City \$163 million for overbilling as a contractor on NYC's 911 call-center project, known as the Emergency Communications Transformation Program. This project is nearly eight behind schedule and more than \$1 billion over budget. Recouped funds would be put in escrow to pay down out-year debt service.
Beneficiaries	Taxpayers

Proposal	ELIMINATE PROPERTY TAX EXEMPTION FOR MADISON SQUARE GARDEN
Budget Category	Revenue Growth
Revenue	Yes
PS	No
OTPS	No
Description	In 1982, MSG was awarded a 25 year property-tax exemption. The value of the tax exemption in FY 2013 is estimated at \$16.5 million, according to the IBO. Since 1982, this deal has cost the city more than \$350 million. <i>This Independent Budget Office proposal is detailed in the IBO's 2012 Budget Options for New York City Report.</i>
Beneficiaries	Taxpayers





Proposals

SMART GOVERNMENT

New York City's municipal government is one of the world's most complex organizations, with diverse responsibilities that range from counter-terrorism to the education of children with special needs. With such varied responsibilities, a budget that exceeds \$70 billion, and more than 270,000 full-time employees, there are almost limitless opportunities for government to work more effectively and efficiently. City agencies must continually modernize with new techniques and technologies to achieve greater productivity and cost savings. Moreover, economic and social conditions are constantly evolving, causing established ways of doing things to grow inefficient or dysfunctional if they are not constantly reviewed and occasionally revamped. The following proposals focus on operational inefficiencies and inter-governmental inequities that result in unnecessary costs to the City's taxpayers. The projected savings stem from a more efficient approach to technology adoption, as in the case of insourcing IT contracts, as well as from improved ways of addressing social service needs, as in the case of family homelessness.



PROPOSALS SMART GOVERNMENT

SMART GOVERNMENT PROPOSALS

(\$000s)

Agency	Proposal	FY 2014	FY 2015	FY 2016	FY 2017
DOE	Increase Federal Reimbursement for DOE Medicaid Expenses	(\$154,000)	(\$154,000)	(\$154,000)	(\$154,000)
DHS	Reduce Need for Family-Based Homeless Shelters	(\$26,602)	(\$53,204)	(\$79,806)	(\$106,408)
DOC	State Reimbursement for Inmates in City Jails Awaiting Trial for More than a Year	(\$101,000)	(\$101,000)	(\$101,000)	(\$101,000)
DOE	Charge Rent for Charter Schools	(\$78,787)	(\$78,787)	(\$78,787)	(\$78,787)
Miscellaneous	In-source IT Contracts	(\$73,500)	(\$73,500)	(\$73,500)	(\$73,500)
NYPD	Reduce Uniformed Overtime in NYPD	(\$17,930)	(\$35,861)	(\$53,791)	(\$71,721)
Pension	In-source Investment Consultants	\$0	(\$11,000)	(\$36,800)	(\$62,700)
DOE	Reduce Centralized Bureaucracy at DOE	(\$34,500)	(\$46,000)	(\$57,500)	(\$57,500)
DOE	Reduce DOE's Energy Use	(\$5,000)	(\$50,000)	(\$64,000)	(\$52,000)
NYPD	Reduce Claims Liability Related to Automobile Crashes	(\$11,116)	(\$14,822)	(\$19,763)	(\$26,350)
DOE	MOUSE Squad Program Expansion	(\$3,777)	(\$7,553)	(\$11,330)	(\$15,106)
DOT	Department of Transportation Banner Program	(\$14,200)	(\$14,200)	(\$14,200)	(\$14,200)
NYPD	Reduce Civil-Rights Violations, Including Abolishing Stop-and-Frisk	(\$3,117)	(\$6,233)	(\$9,350)	(\$12,467)
SBS	Downsize EDC	(\$2,875)	(\$5,750)	(\$8,625)	(\$11,500)
DOT	Replace Access-A-Ride Trips with Accessible Taxis	(\$1,784)	(\$3,748)	(\$6,203)	(\$9,421)
	TOTAL	(\$528,188)	(\$655,658)	(\$768,655)	(\$846,660)
	JOBS	184	49	(87)	(137)





PROPOSALS SMART GOVERNMENT

PROPOSAL DETAILS

Proposal **INCREASE FEDERAL REIMBURSEMENT FOR DOE MEDICAID EXPENSES**
Budget Category Revenue Growth
Revenue Yes
PS No
OTPS No
Description Under Medicaid, DOE is able to receive reimbursement from the Federal government for qualified activities for special needs students. Currently the DOE is failing to appropriately bill for these reimbursements and losing out on over \$150 million.
Beneficiaries Taxpayers

Proposal **REDUCE NEED FOR FAMILY-BASED HOMELESS SHELTERS**
Budget Category Cost Savings
Revenue No
PS No
OTPS Yes
Description See the proposal "Housing Vouchers for Homeless Families" in the section on Strong Communities.
Beneficiaries Taxpayers

Proposal **STATE REIMBURSEMENT FOR INMATES IN CITY JAILS AWAITING TRIAL FOR MORE THAN A YEAR**
Budget Category Revenue Growth
Revenue Yes
PS No
OTPS No
Description Existing state-court standards call for no felony cases in New York State to be pending in Supreme Court for more than six months at the time of disposition. Yet, in 2010, 1,681 prisoners were in jail as pretrial detainees for longer than one year, at the City's expense. This proposal seeks reimbursement from the State for people held in City jail for more than a year. *This Independent Budget Office proposal is detailed in the IBO's 2012 Budget Options for New York City Report.*
Beneficiaries Taxpayers

Proposal **CHARGE RENT FOR CHARTER SCHOOLS**
Budget Category Revenue Growth
Revenue Yes
PS No
OTPS No
Description Currently, charter schools that are co-located with public schools do not pay rent. *This Independent Budget Office proposal is detailed in the IBO's 2012 Budget Options for New York City Report.*
Beneficiaries Taxpayers





PROPOSALS SMART GOVERNMENT

PROPOSAL DETAILS *continued*

Proposal	IN-SOURCE IT CONTRACTS
Budget Category	Cost Savings
Revenue	No
PS	Yes
OTPS	Yes
Description	Thousands of the discretionary contracts the City issues use contractors and consultants to carry out functions that could be performed by City workers at considerably lower cost. Much of the savings could be realized by in-sourcing information technology contracts.
Beneficiaries	Taxpayers

Proposal	REDUCE UNIFORMED OVERTIME IN NYPD
Budget Category	Cost Savings
Revenue	No
PS	Yes
OTPS	No
Description	See the proposal "Increase NYPD Uniformed Personnel to 40,000" in the section on Public Safety.
Beneficiaries	Taxpayers

Proposal	IN-SOURCE INVESTMENT CONSULTANTS
Budget Category	Cost Savings
Revenue	No
PS	No
OTPS	Yes
Description	Internally managing certain asset classes of the five New York City Pension Funds could save the City tens of millions of dollars annually.
Beneficiaries	Taxpayers

Proposal	REDUCE CENTRALIZED BUREAUCRACY AT DOE
Budget Category	Cost Savings
Revenue	No
PS	Yes
OTPS	No
Description	Reduce the Department of Education's Central Administration budget by 15 percent in FY 2014, 20 percent in FY 2015, and 25 percent in FY 2016 and FY 2017.
Beneficiaries	Taxpayers





PROPOSALS SMART GOVERNMENT

PROPOSAL DETAILS *continued*

Proposal **REDUCE DOE'S ENERGY USE**

Budget Category Cost Savings

Revenue No

PS No

OTPS Yes

Description Green Apple Bonds are tax-exempt bonds issued by the City to finance the elimination of toxic PCB-lighting in 772 schools. The bonds take advantage of low interest rates and will realize significant energy savings with more efficient lighting systems.

Beneficiaries Taxpayers

Proposal **REDUCE CLAIMS LIABILITY RELATED TO AUTOMOBILE CRASHES**

Budget Category Cost Savings

Revenue No

PS No

OTPS Yes

Description Increase the number of NYPD's Crash Investigation Squad to a level that will allow for the investigation of every motor vehicle crash that results in a fatality or serious injury. See the proposal "Increase NYPD Uniformed Personnel to 40,000" in the Public Safety section.

Beneficiaries Taxpayers

Proposal **MOUSE SQUAD PROGRAM EXPANSION**

Budget Category Cost Savings

Revenue No

PS Yes

OTPS Yes

Description MOUSE is a youth development program that trains students to handle technological repairs in school. It empowers students with 21st century skills and saves schools money on technology repair services.

Beneficiaries Taxpayers, Middle School Students

Proposal **DEPARTMENT OF TRANSPORTATION BANNER PROGRAM**

Budget Category Revenue Growth

Revenue Yes

PS No

OTPS No

Description As it relates to the NYC Light Pole Banner Program, this measure would authorize DOT to: 1) require a banner permit application fee, 2) design a fee structure for banner permits and renewals by borough location and length of permit, and 3) ensure banner program administrative costs are fully recovered. It would also ensure that banner sponsorship agreements are approved by the City, and would design and establish a structure to enable DOT to collect or share a portion of banner sponsorship revenue. BIDs would be exempt from the agreement.

Beneficiaries Taxpayers





PROPOSALS SMART GOVERNMENT

PROPOSAL DETAILS *continued*

Proposal	REDUCE CIVIL-RIGHTS VIOLATIONS, INCLUDING ABOLISHING STOP-AND-FRISK
Budget Category	Cost Savings
Revenue	No
PS	No
OTPS	Yes
Description	The City has seen a rise in civil rights claims against the NYPD, many of which stem from the NYPD's aggressive use of stop-and-frisk in recent years. There were more than 500,000 stops in 2012. Changing the culture of the NYPD, including abolishing stop-and-frisk, would reduce the City's legal liability and, hence, claims payouts.
Beneficiaries	Taxpayers

Proposal	DOWNSIZE EDC
Budget Category	Cost Savings
Revenue	No
PS	Yes
OTPS	Yes
Description	The goal is to reduce the headcount of the EDC by 50 percent and redistribute a portion of those jobs to other City agencies such as SBS, DCAS, and DDC.
Beneficiaries	Taxpayers

Proposal	REPLACE ACCESS-A-RIDE TRIPS WITH ACCESSIBLE TAXIS
Budget Category	Cost Savings
Revenue	No
PS	No
OTPS	Yes
Description	Conservatively calculates the savings that could be achieved by switching Manhattan intraborough Access-A-Ride trips to accessible taxis. Predicated on assumption of a fully accessible taxi fleet.
Beneficiaries	Taxpayers





Proposals

PUBLIC EDUCATION

There are 1.1 million students in New York City's public schools and more than a quarter of a million students enrolled in the CUNY system. Education spending represents one of the largest components of the overall City budget. Yet, in some respects, the system is failing: New York City lags behind other major U.S. cities in educational attainment, four out of five New York City public school students do not graduate from college, and racial inequities are systemic.

The People's Budget makes the argument that the most promising strategy for economic prosperity both for the individual and for society at large, and for improving the quality of urban life in New York City, is to raise the educational attainment of its population. The inability of the City's public school system to adequately prepare its students for college effectively denies the next generation a prosperous life and harms the overall well-being of the City.

The causal relationship between educational attainment and earnings is clear: in New York City a person between the ages of 20 and 65 with a bachelor's degree earned an average of \$54,904 in 2010, compared to \$21,441 for a high school graduate, and \$28,212 for someone who attended college but did not receive a degree. The following proposals signify a monumental shift in the City's approach to education and economic development.

TOTAL PUBLIC EDUCATION PROPOSALS

(\$000s)

Proposal	FY 2014	FY 2015	FY 2016	FY 2017
TOTAL	\$708,926	\$1,254,906	\$1,803,451	\$2,351,666
JOBS	5,248	9,933	14,620	19,305





PROPOSALS PUBLIC EDUCATION

EARLY CHILDHOOD

In 2008, the New York City Administration for Children’s Services (ACS) released an analysis of early care and education (ECE) need versus capacity. The report found that the combined capacity of all regulated childcare, including Department of Education (DOE) pre-kindergarten programs as well as private, unsubsidized operations can only meet 37 percent of the overall need in the City. ACS subsidized care only has the capacity to meet 27 percent of subsidy-eligible families.

The majority of families lacking regulated childcare options in New York City must rely on some type of informal and unregulated care such as making arrangements with relatives or friends, hiring a nanny, or paying tuition for private nursery and preschool programs. Some families may prefer alternative arrangements, but for most families it is the scarcity of subsidies and lack of capacity—not personal preference—that forces them to spend so much money on childcare. Having childcare options is not simply about having a place to send one’s child. There are extraordinary benefits to be gained. There is very little disagreement with the research on the benefits of high-quality early childhood development. Specifically, key longitudinal studies demonstrate substantial positive effects on a range of school achievement, job performance, social, and health behaviors. Moreover, because the early years are so essential, the rate of return on investment in early childhood developmental interventions is considerable and stands to improve the overall economic health and stability of the City at large.

EARLY CHILDHOOD PROPOSALS

(\$000s)

Agency	Proposal	FY 2014	FY 2015	FY 2016	FY 2017
ACS	Universal Preschool for Three-Year Olds (UP3)	\$239,125	\$478,249	\$717,374	\$956,498
DOE	Universal Pre-Kindergarten (UPK)	\$107,728	\$215,455	\$323,183	\$430,910
DHMH	Nurse Family Partnership (NFP) Program Expansion	\$18,350	\$36,700	\$55,050	\$73,400
ACS	Permanent Restoration of Child-Care Cuts	\$72,000	\$72,000	\$72,000	\$72,000
SUB-TOTAL		\$437,202	\$802,404	\$1,167,607	\$1,532,809





PROPOSALS PUBLIC EDUCATION

PROPOSAL DETAILS >> EARLY CHILDHOOD

Proposal **UNIVERSAL PRESCHOOL FOR THREE-YEAR OLDS (UP3)**
Budget Category Investment
Revenue No
PS Yes
OTPS Yes
Description UP3 would provide full-day, year-round early-childhood programming for all three-year olds in NYC (more than 100,000 children). UP3 would be free of charge to families living below 200% of the Federal Poverty Level (FPL); for families living above 200% FPL there would be an expected contribution based on income. UP3 could create more than 12,000 permanent jobs for teachers, family and social workers, and various healthcare professionals.
Beneficiaries All three-year olds

Proposal **UNIVERSAL PRE-KINDERGARTEN (UPK)**
Budget Category Investment
Revenue No
PS Yes
OTPS Yes
Description UPK would provide six hours per day of educational programming for all four-year olds in NYC during the academic year (more than 100,000 children). UPK could create almost 4,000 permanent jobs for various teaching positions.
Beneficiaries All four-year olds

Proposal **NURSE FAMILY PARTNERSHIP (NFP) PROGRAM EXPANSION**
Budget Category Investment
Revenue No
PS Yes
OTPS Yes
Description NFP delivers critical support to first-time mothers in order to have healthy pregnancies, become knowledgeable and responsible parents, and provide their infants with the best possible start in life. The program provides intensive visitation by nurses during a woman's pregnancy and the first two years after birth. The goal of the program is to promote a child's development and provide support and instructive parenting skills to the parents.
Beneficiaries Low-income first-time mothers, infants

Proposal **PERMANENT RESTORATION OF CHILD-CARE CUTS**
Budget Category Investment
Revenue No
PS No
OTPS Yes
Description Restore child-care funding to FY 2013 levels, including \$12.1 million for 4,400 child-care vouchers and approximately \$60 million for 3,500 contracted slots and 1,100 family slots. Currently, these slots are for 0-4-year olds. As the new programs (UP3 and UPK) are phased in, these slots would apply to 0-2-year olds.
Beneficiaries Children





PROPOSALS PUBLIC EDUCATION

ELEMENTARY AND K-12

With 1.1 million children and more than 100,000 employees, the administration and oversight of the New York City public school system (K-12) is a monumental task. Approximately 78 percent of NYC Public School children qualify for free and reduced-priced lunch and approximately 70,000 experience homelessness. Fundamental to the task of oversight and administration is to ensure that the governance structure is stable and capable of efficiently running the day-to-day operations. In addition, the City needs to ensure that students who are hampered by poverty and other adversities have the essential supports and opportunities they need to be successful.

Ten years into the current administration’s school governance structure, a necessary degree of stability and efficiency has been achieved, but the promise of mayoral control—interagency collaboration, improved efficiency, organizational alignment, and top level accountability—remain elusive. The 2002 and 2009 school governance laws effectively transferred power up from the district level and concentrated it at the top of the administration. While the administration has absorbed all the power it has also left accountability at the school level, thus ostensibly giving principals more authority, but at the same time putting more pressure on them to improve school performance or risk losing their jobs. The system functions a lot like a franchise corporation where the school is the managerial unit and, in exchange for a degree of autonomy, the managerial unit is completely accountable for its own success or failure. “Failure” under this system has resulted in nearly 140 school closings (with more to come in June 2013) since 2003.

Despite the high stakes, the administration continues to cut funding for critical and proven supports like afterschool (the City has cut the number of afterschool slots by nearly 35 percent since 2008) and has failed to fully implement programs that come with federal funding such as Breakfast in the Classroom. In addition, the administration has been far too slow in addressing health hazards, such as PCBs, in hundreds of school buildings which, together with cuts to supporting programs and school closings, sends the message to students and staffs at the schools that they are on their own.

ELEMENTARY AND K-12 PROPOSALS

(\$000s)

Agency	Proposal	FY 2014	FY 2015	FY 2016	FY 2017
DYCD	Permanent Restoration of Out-of-School (OST) Time Programs	\$71,500	\$143,000	\$214,500	\$286,000
DOE	Provide Free Breakfast in the Classroom	\$16,200	\$32,400	\$48,600	\$64,800
DOE	Panel for Educational Policy (PEP) Reform	\$674	\$674	\$674	\$674
SUB-TOTAL		\$88,374	\$176,074	\$263,774	\$351,474





PROPOSALS PUBLIC EDUCATION

PROPOSAL DETAILS >> ELEMENTARY AND K-12

Proposal **PERMANENT RESTORATION OF OUT-OF-SCHOOL (OST) TIME PROGRAMS**
Budget Category Investment
Revenue No
PS No
OTPS Yes
Description OST programs are provided for students before and after school, and generally are enrichment-driven. Funding would be increased to the peak levels of FY 2008.
Beneficiaries Children

Proposal **PROVIDE FREE BREAKFAST IN THE CLASSROOM**
Budget Category Investment
Revenue No
PS No
OTPS Yes
Description NYC will provide breakfast to students during their first period in the classroom instead of before school starts in the cafeteria, helping students to avoid the stigma of taking part in a free breakfast program. Schools that offer breakfast in the classroom report fewer discipline and psychological problems, visits to school nurses and tardiness, increases in student attentiveness and attendance, and generally improved learning environments.
Beneficiaries Children

Proposal **PANEL FOR EDUCATIONAL POLICY (PEP) REFORM**
Budget Category Investment
Revenue No
PS Yes
OTPS No
Description Dedicated staff for the Panel for Educational Policy and its sub-committees will support the restoration of accountability that was always the goal of mayoral control. Proposed positions for legal, community, policy, and administrative specialists will advise and support Panel members on education matters. Also, members will receive a nominal \$10,000 annual stipend.
Beneficiaries Children





PROPOSALS PUBLIC EDUCATION

MIDDLE SCHOOL

Research findings have established that a middle school pattern of even mild behavioral issues, either alone, or in conjunction with several other factors including absenteeism and academic performance in English and Mathematics, is an early warning that a student may be on the path to potentially dropping out of school. The Department of Education’s current disciplinary approach, rooted in the “zero-tolerance” philosophy, relies heavily on punitive measures, including suspensions, as a response to a wide array of behaviors. In the 2011-2012 school year, more than 18,000 suspensions were meted out to students in grades 6 through 8 attending stand-alone middle schools. Yet, lengthy and repeated suspensions, for disruptive behavior such as speaking disrespectfully to a teacher or fellow student, result in lost learning days, contribute to students’ feelings of alienation from school, and perhaps most importantly, do little or nothing to address the root causes of the behavior. Moreover, there are significant racial and other disparities in suspension rates.

Maintaining a calm, respectful, and secure school climate is critical to the success of New York City’s approximately 210,000 middle school students. The proposals below identify a range of positive approaches to promoting a safe and considerate learning environment for middle school students, teachers, and administrators that recognizes the social-emotional and behavioral issues of this age group, particularly those most at risk of eventually dropping out. Increasing the availability of school counselors and social workers provides critical front-line support for struggling students, while a pilot program to introduce a whole-school climate change program based on the principles of restorative justice offers new tools for addressing and repairing the harm created by behavioral issues.

Additionally, our proposals to expand digital literacy programs attempt to engage middle school students while addressing the digital literacy divide. In New York City, 23.8 percent of households lack a computer, and Black and Hispanic households are more likely to report not having a computer at home (41% and 29%, respectively). Moreover, 50 percent of families of students in high-poverty middle schools do not have a broadband-connected computer. Digital literacy programs address these inequities while preparing students with 21st century skills to succeed in middle school, high school, and beyond.

MIDDLE SCHOOL PROPOSALS

(\$000s)

Agency	Proposal	FY 2014	FY 2015	FY 2016	FY 2017
DOE	School Counselors (Middle School)	\$13,776	\$27,551	\$41,327	\$55,102
DOE	CFY Program Expansion	\$7,040	\$14,080	\$21,120	\$28,160
DOE	Social Workers (Middle School)	\$6,636	\$13,271	\$19,907	\$26,543
DOE	SaferSanerSchools Whole-School Change Program Expansion	\$633	\$633	\$2,110	\$2,110
SUB-TOTAL		\$28,084	\$55,536	\$84,464	\$111,915





PROPOSALS PUBLIC EDUCATION

PROPOSAL DETAILS >> MIDDLE SCHOOL

Proposal **SCHOOL COUNSELORS (MIDDLE SCHOOL)**
Budget Category Investment
Revenue No
PS Yes
OTPS No
Description School counselors support academic achievement by providing social-emotional support for middle school students, covering areas such as coping skills and strategies, peer relationships and social skills, and substance abuse prevention. There are approximately 210,000 middle school students attending NYC public schools, and currently about 330 school counselors serving these students. To meet the American School Counselor Association's recommended student-to-counselor ratio of 250:1, NYC would need to hire an additional 505 school counselors.
Beneficiaries Middle School students

Proposal **CFY PROGRAM EXPANSION**
Budget Category Investment
Revenue No
PS No
OTPS Yes
Description CFY (formerly "Computers for Youth") increases home computer ownership by providing 6th grade students with free computers pre-loaded with educational software, which they receive after attending family workshops. CFY also increases broadband adoption by offering information about affordable broadband options, including special broadband discounts via their corporate partners. This proposal would provide CFY with sufficient funds to serve all 6th grade students at schools in which at least 75 percent of the student body qualifies for free or reduced-price lunch.
Beneficiaries Middle School students

Proposal **SOCIAL WORKERS (MIDDLE SCHOOL)**
Budget Category Investment
Revenue No
PS Yes
OTPS No
Description Social workers provide social-emotional support and professional mental health counseling to middle school students during a crucial developmental stage. This proposal would add more than 200 social workers to bring the average student-to-social worker ratio in grades 6-8 to the recommended 400:1.
Beneficiaries Middle School students

Proposal **SAFERSANERSCHOOLS WHOLE-SCHOOL CHANGE PROGRAM EXPANSION**
Budget Category Investment
Revenue No
PS No
OTPS Yes
Description The program uses restorative justice practices, an approach to school climate improvement that offers a powerful alternative to "zero tolerance" and other practices that have proven ineffective at improving student behavior and outcomes. The initial roll-out would target the 30 middle schools reporting the highest suspension rates, and ultimately be expanded to 100 schools.
Beneficiaries Middle School students





PROPOSALS PUBLIC EDUCATION

HIGH SCHOOL

The New York City Comptroller’s Office has estimated that only one out of every five public school students earns a college degree within twelve years of starting high school. This estimate of 21 percent is nearly identical to the current college readiness rate of 21.6 percent. A critical impediment for students seeking access to and success in higher education is the lack of quality counseling, advising, and mentoring programs in New York City public high schools.

Students need more focused support to help them navigate the complicated process of preparing for and applying to college. To ensure that students are equipped with the fundamental academic and developmental tools to succeed and thrive in a higher education environment, schools must adopt a “college-going culture” that supports the attainment of post-secondary readiness skills through an integrated program of counseling and mentoring services.

HIGH SCHOOL PROPOSALS

(\$000s)

Agency	Proposal	FY 2014	FY 2015	FY 2016	FY 2017
DOE	School Counselors (High School)	\$43,938	\$87,877	\$131,815	\$175,753
DOE	Create City Work-Study Program	\$5,500	\$5,500	\$5,500	\$5,500
DOE	Student Success Center Program Expansion	\$2,000	\$2,000	\$2,000	\$2,000
DOE	Bridge to College Program Expansion	\$864	\$864	\$864	\$864
SUB-TOTAL		\$52,302	\$96,241	\$140,179	\$184,117





PROPOSALS PUBLIC EDUCATION

PROPOSAL DETAILS >> HIGH SCHOOL

Proposal **SCHOOL COUNSELORS (HIGH SCHOOL)**
Budget Category Investment
Revenue No
PS Yes
OTPS No
Description High School Counselors provide college and career planning, as well as social-emotional supports. The current student-to-counselor ratio in NYC high schools is approximately 259:1. Educators have said that the best ratio for urban schools is 100:1 to support individual student academic planning, coordination of high school testing, delivery of guidance curriculum, ongoing postsecondary advisement, and responsiveness to the ordinary and crisis issues of high-need students. NYC would need to hire an additional 1,612 school counselors to meet this goal.
Beneficiaries High School students

Proposal **CREATE CITY WORK-STUDY PROGRAM**
Budget Category Investment
Revenue No
PS Yes
OTPS No
Description This program would create 1,000 work-study positions for college students to mentor high school students to provide academic and college-planning support. Mentors would work part-time (15-20 hours per week) during the academic year, earning a maximum of \$5,000. The program would benefit both high school students making the transition to college, as well as college students struggling to afford school.
Beneficiaries High School students

Proposal **STUDENT SUCCESS CENTER PROGRAM EXPANSION**
Budget Category Investment
Revenue No
PS No
OTPS Yes
Description Student Success Centers are resource rooms for students who have been trained by college counseling staff to assist their peers in navigating the college preparation process. The proposal would expand the current pilot of three centers to 10 more schools.
Beneficiaries High School students

Proposal **BRIDGE TO COLLEGE PROGRAM EXPANSION**
Budget Category Investment
Revenue No
PS Yes
OTPS No
Description Bridge to College creates "college coaches" to support at-risk students during the time between high school and college matriculation, starting with workshops in the spring before students graduate and continuing during the summer with outreach and case management. This proposal would create about 400 positions, covering almost all NYC public high schools.
Beneficiaries High School students





PROPOSALS PUBLIC EDUCATION

CUNY

The City University of New York (CUNY) plays a major role in New Yorkers' educational attainment and economic well-being. In 2010, 86 percent of CUNY incoming freshmen graduated from local public or private high schools, or were local graduate equivalency degree (GED) recipients. CUNY graduates become important contributors to the City's economy, with 67 percent still residing and paying taxes in New York City after graduation. What is more, the University itself contributes greatly to the City's economy through spending and job creation. CUNY generates about \$8 billion in economic activity annually and its capital projects account for 14,000 jobs and one-fifth of all construction in New York City.

It is in the City's interest to help New Yorkers afford a CUNY education, yet affordability is the most oft-cited reason students do not matriculate and stay in school. Nationally and in New York, college tuition has been increasing at a rate far greater than inflation. To finance their education, the majority of students take out student loans. In New York State, 60 percent of students from public four-year institutions and private non-profit four-year institutions graduated with an average student loan debt of \$25,851 in 2011. Conversely, undocumented immigrant students cannot even get the loans they need to go on to college. This is despite the fact that most of these students grow up in New York and are educated in New York City public schools.

CUNY PROPOSALS

(\$000s)

Agency	Proposal	FY 2014	FY 2015	FY 2016	FY 2017
CUNY	Metro Cards for CUNY NYC Residents on Financial Aid	\$71,945	\$75,420	\$79,073	\$82,917
CUNY	Free CUNY Tuition for the Top 10% of NYC Graduates	\$17,346	\$35,559	\$54,682	\$74,762
CUNY	NYC DREAM Act	\$13,672	\$13,672	\$13,672	\$13,672
SUB-TOTAL		\$102,963	\$124,651	\$147,427	\$171,351





PROPOSALS PUBLIC EDUCATION

PROPOSAL DETAILS >> CUNY

Proposal	METRO CARDS FOR CUNY NYC RESIDENTS ON FINANCIAL AID
Budget Category	Investment
Revenue	No
PS	No
OTPS	Yes
Description	Full-time CUNY students who are NYC residents and eligible for Pell Grants earn free monthly metro cards for each month they are attending classes, including fall, spring, winter, and summer sessions. This will support roughly 84,000 students during the fall and spring semesters, 2,500 during the summer, and 21,000 during the winter session.
Beneficiaries	CUNY college students

Proposal	FREE CUNY TUITION FOR THE TOP 10% OF NYC GRADUATES
Budget Category	Investment
Revenue	No
PS	No
OTPS	Yes
Description	NYC public high school graduates who are ranked in the top 10 percent of their schools' graduating classes would be eligible for free tuition (including fees) at any of CUNY's senior colleges. On average, 6,230 new high school graduates would be eligible for this program each year.
Beneficiaries	CUNY college students

Proposal	NYC DREAM ACT
Budget Category	Investment
Revenue	No
PS	No
OTPS	Yes
Description	The City will cover the equivalent of the federal Pell grant for undocumented NYC students attending CUNY. Students will need to meet the same eligibility and admissions requirements as documented students. The annual maximum benefit for a full-time student would be \$5,550.
Beneficiaries	CUNY college students





Proposals

PUBLIC SAFETY

Despite New York City's reputation as one of the country's more diverse and progressive cities, the aggressive use of stop-and-frisk has been criticized by advocacy groups, elected officials, and everyday New Yorkers for violating civil rights and civil liberties in the name of "security." The resulting tension both compromises public safety by damaging relationships between police and neighborhoods, and generates significant financial costs. In FY 2011, there were 4,561 new claims filed against the NYPD, a 14 percent increase from 2010. This is the largest number of new police filings in the last five fiscal years. Claim settlements and judgments against NYPD have risen 50 percent in five years, from \$92.3 million in FY 2007 to \$185.6 million in FY 2011.

The NYPD and the Administration claim that its aggressive use of stop-and-frisk has decreased the City's murder rate: this past decade there were 5,340 murders compared to 11,058 in the decade before that. However, a closer look reveals that the number of annual murders had already begun to decline during the latter half of the 1990s, suggesting that the policy may not be the cause

of the drop. Also, despite a broad perception that crime is dropping uniformly, there is variance in the trends among the seven major felony offenses that make up the most serious crime statistics. For example, in one sample there was a 25 percent reduction in murders, but a 14 percent increase in forcible rapes. Moreover, in addition to being of questionable effectiveness, the policy, as is currently carried out, also is racially biased—86 percent of individuals stopped were Black or Hispanic. Yet, of the nearly 700,000 stops in 2011, only 12 percent resulted in an arrest or summons and one percent in the recovery of a weapon. The crime prevention proposals that follow reflect a philosophical shift from aggressive, abusive policing to strategies that are community-oriented and build trust between police officers and the neighborhoods they protect.

Proposals also are offered in response to other public safety challenges such as emergency responsiveness and traffic enforcement. Funding for fire companies has been subject to political theatrics, leaving neighborhoods vulnerable to increases in response times, potentially in excess of the national standard of four minutes. 911 call centers are not sufficiently staffed, and are particularly overwhelmed in times of disaster. During Superstorm Sandy, New Yorkers had to wait an average of about 5½ minutes to get a 911 operator to pick up the phone. Also, the lack of personnel to investigate traffic crashes is limiting the City's ability to identify the causes of crashes and mitigate unsafe conditions, as well as defend itself from lawsuits. In FY 2011 there were 243 killed and 3,138 seriously injured in traffic crashes, but only 304 crashes were investigated by the NYPD. Traffic related claims against the City resulted in \$105 million in liability payments and judgments by the City.

Claim settlements and judgments against NYPD have risen 50 percent in five years.





PROPOSALS PUBLIC SAFETY

EXPENSE BUDGET PUBLIC SAFETY PROPOSALS

(\$000s)

Agency	Proposal	FY 2014	FY 2015	FY 2016	FY 2017
NYPD	Increase NYPD Uniformed Personnel to 40,000	\$81,376	\$168,269	\$264,816	\$371,018
FDNY	Permanent Restoration of 20 Fire Companies' Cuts	\$46,216	\$48,989	\$51,928	\$55,044
NYPD	Increase Coverage at E911 Call Center	\$5,200	\$5,200	\$6,265	\$6,265
NYPD	Gun-Buyback Program	\$2,000	\$2,000	\$2,000	\$2,000
DOT, NYPD	Bike Safety Initiatives	\$850	\$1,450	\$1,450	\$1,450
	TOTAL	\$135,642	\$225,907	\$326,459	\$435,777
	JOBS	2,006	3,386	4,765	6,144

PROPOSAL DETAILS

Proposal INCREASE NYPD UNIFORMED PERSONNEL TO 40,000

Budget Category Investment

Revenue No

PS Yes

OTPS No

Description In 1991, Mayor Dinkins pushed through the Safe Streets Safe City legislation which created a dedicated funding stream to hire nearly 20,000 new police officers. While crime is much lower today than 22 years ago, the NYPD finds itself stretched thin as it needs to combat a whole new set of priorities in the 21st century. This proposal would increase the force to 40,000 uniformed employees by FY 2017. Additional resources would be dedicated to increasing the Community Affairs Division (206 new officers), as well as the Crash Investigation Squad (177 new officers). Additional personnel would also enable the NYPD to reduce overtime expenditures.

Beneficiaries All New Yorkers

Proposal PERMANENT RESTORATION OF 20 FIRE COMPANIES' CUTS

Budget Category Investment

Revenue No

PS Yes

OTPS Yes

Description Restore permanently funding for 20 fire companies that have had funds cut, only later to be restored, in each of the last four fiscal years.

Beneficiaries All New Yorkers





PROPOSALS PUBLIC SAFETY

PROPOSAL DETAILS *continued*

Proposal	INCREASE COVERAGE AT E911 CALL CENTER
Budget Category	Investment
Revenue	No
PS	Yes
OTPS	No
Description	Increase coverage of personnel at the City's E911 Call Center to provide for better response times and reduce risk during unforeseen emergencies.
Beneficiaries	All New Yorkers

Proposal	GUN-BUYBACK PROGRAM
Budget Category	Investment
Revenue	No
PS	No
OTPS	Yes
Description	Expand the gun-buyback program for New Yorkers to turn in handguns and other weapons.
Beneficiaries	All New Yorkers

Proposal	BIKE SAFETY INITIATIVES
Budget Category	Investment
Revenue	No
PS	No
OTPS	Yes
Description	Recognizing the growth of bicycling in New York City, this is a series of bike safety recommendations including increasing the number of police officers on bikes, doubling the number of bike safety classes, and expanding DOT's free helmet program.
Beneficiaries	All New Yorkers





Proposals

STRONG COMMUNITIES

Strong communities are possible only when families and individuals feel connected to their neighborhood and are invested in its future. At minimum, residents must have access to affordable and permanent housing. Yet today, 49 percent of New Yorkers pay unaffordable rents. The number of families in City shelters has increased by 60 percent since 2002 and more families are returning to shelters today than in prior years. The resurgence of homelessness is a disaster for disadvantaged families and communities and a budgetary drain on the City. To address it, The People's Budget proposes the creation of a new and more versatile City rent voucher to help thousands of families leave the shelter system, coupled with a redoubled effort to create and preserve affordable housing for low-income working households and for individuals with special needs.

Strong communities are also built when residents have access to local resources such as public libraries, cultural institutions, and senior services. Public libraries, for example, play a vital role in building human capital by teaching employment skills, assisting immigrants, developing youth reading skills, and providing technology and Internet to those lacking home access. They have also instilled a culture of learning in generations of New Yorkers and served as a focal point of neighborhood life.

Yet, despite a 40 percent increase in libraries' program participation over the past decade, the Administration has proposed a 35 percent funding reduction in FY 2014 (\$106.3 million) which would lead to branch closings, reduced hours, layoffs, and fewer resources. The City must appropriately invest in neighborhood infrastructure, institutions, and services that significantly enhance quality of life and make communities stronger.

Finally, New York City's communities are strongest when the talents of the diverse population are harnessed and opportunities expanded to groups that have historically been excluded. However, in FY 2012, only about 3 percent of City agencies' spending on vendors went toward Women and Minority-owned business enterprises (M/WBE's). More businesses need City support to reach their full potential.

Strong communities are built when residents have access to local resources such as public libraries, cultural institutions, and senior services.





PROPOSALS STRONG COMMUNITIES

STRONG COMMUNITIES PROPOSALS - EXPENSE

(\$000s)

Agency	Proposal	FY 2014	FY 2015	FY 2016	FY 2017
Libraries	Extend Library Hours	\$35,000	\$70,000	\$105,000	\$140,000
DPR	Increase Parks Maintenance	\$31,000	\$62,000	\$93,000	\$125,000
HPD	Housing Vouchers for Homeless Families	\$27,058	\$54,115	\$81,173	\$108,230
DFTA	Increase Funding for Senior Services	\$25,250	\$50,500	\$75,750	\$101,000
DCA	Permanent Restoration of Cultural Institution Funding	\$70,000	\$71,400	\$72,828	\$74,285
DSS	Permanent Restoration of HIV/AIDS Services Administration Housing Subsidies	\$14,000	\$14,000	\$14,000	\$14,000
SBS	Increase Funding for M/WBE Programs	\$2,583	\$2,583	\$2,583	\$2,583
Mayor	Increase Funding for Immigrant Services	\$1,123	\$1,123	\$1,123	\$1,123
Debt Service	Debt Service to Fund Capital Improvements	\$13,948	\$71,068	\$143,979	\$225,217
	TOTAL	\$219,961	\$396,789	\$589,435	\$791,438
	JOBS	833	1,632	2,430	3,229

STRONG COMMUNITIES PROPOSALS - CAPITAL

(\$000s)

Agency	Proposal	FY 2014	FY 2015	FY 2016	FY 2017
HPD	Strong Neighborhoods Housing Program	\$388,000	\$683,000	\$793,000	\$885,000
MTA	Increased Mass-Transit Support to MTA	\$100,000	\$100,000	\$100,000	\$100,000
Citywide	Participatory Budgeting	\$51,000	\$51,000	\$51,000	\$51,000
DOH, DOE	School-Based Health Centers	\$37,500	\$37,500	\$37,500	\$37,500
DOT	Expand Safe Streets for Seniors	\$1,500	\$1,500	\$1,500	\$1,500
Citywide	Technology Upgrade for Community Boards	\$5,900	\$0	\$0	\$0
Citywide	Green Apple Bonds	\$213,100	\$0	\$0	\$0
	TOTAL	\$797,000	\$873,000	\$983,000	\$1,075,000
	JOBS	4,400	6,200	6,221	6,783





PROPOSALS STRONG COMMUNITIES

PROPOSAL DETAILS >> EXPENSE

Proposal	EXTEND LIBRARY HOURS
Budget Category	Investment
Revenue	No
PS	Yes
OTPS	Yes
Description	Library hours will be restored and extended so that they will be open from 10 am until 8 pm Monday through Friday, and from 10 am until 6 pm on weekends. The opening of coffee shops and other concessions in order to defray the costs will be permitted.
Beneficiaries	All New Yorkers

Proposal	INCREASE PARKS MAINTENANCE
Budget Category	Investment
Revenue	No
PS	Yes
OTPS	Yes
Description	Double the budget for Parks maintenance and operations at the borough level.
Beneficiaries	All New Yorkers

Proposal	HOUSING VOUCHERS FOR HOMELESS FAMILIES
Budget Category	Investment
Revenue	No
PS	No
OTPS	Yes
Description	NYC will provide Section 8-style housing vouchers for up to 10,000 homeless families. To qualify initially, a family must have resided in a homeless shelter for a minimum of 180 days. A family will be able to renew the voucher for up to five years, pending an annual recertification. After five years, the voucher will be phased out.
Beneficiaries	Homeless families

Proposal	INCREASE FUNDING FOR SENIOR SERVICES
Budget Category	Investment
Revenue	No
PS	Yes
OTPS	Yes
Description	The recommendation is to baseline and increase the Department for the Aging's budget for senior services, senior centers, home care services, and senior employment and benefits.
Beneficiaries	Seniors





PROPOSALS STRONG COMMUNITIES

PROPOSAL DETAILS >> EXPENSE *continued*

Proposal **PERMANENT RESTORATION OF CULTURAL INSTITUTION FUNDING**
Budget Category Investment
Revenue No
PS No
OTPS Yes
Description Permanent funds will allow NYC cultural institutions, both large and small, to expand and enhance their services. Beneficiaries could include, among others, the Metropolitan Museum of Art, the New York Botanical Garden, the Brooklyn Museum, the Queens Botanical Garden, and Snug Harbor.
Beneficiaries All New Yorkers

Proposal **PERMANENT RESTORATION OF HIV/AIDS SERVICES ADMINISTRATION HOUSING SUBSIDIES**
Budget Category Investment
Revenue No
PS No
OTPS Yes
Description This item reverses the following two policies that the NYC Human Resources Administration implemented in March 2011:
 1) reducing reimbursement to cash assistance recipients' brokers by 50 percent and
 2) paying clients' landlords a retroactive voucher instead of an upfront cash security deposit. A research group surveyed 44 Community-Based Organizations helping clients of the HIV/AIDS Services Administration and found that case managers reported these new policies made it much more difficult for their clients to get an apartment.
Beneficiaries Low-income people living with HIV/AIDS

Proposal **INCREASE FUNDING FOR M/WBE PROGRAMS**
Budget Category Investment
Revenue No
PS Yes
OTPS Yes
Description Provide increased funding to the NYC Department of Small Business Services to encourage and support Minority- and Women-Owned Businesses.
Beneficiaries Minorities and women

Proposal **INCREASE FUNDING FOR IMMIGRANT SERVICES**
Budget Category Investment
Revenue No
PS Yes
OTPS Yes
Description Provide more funding to the Mayor's Office of Immigrant Affairs, as well as the Office of Immigrant Affairs in the Department of Youth and Community Development.
Beneficiaries Immigrants





PROPOSALS STRONG COMMUNITIES

PROPOSAL DETAILS >> EXPENSE *continued*

Proposal	DEBT SERVICE TO FUND CAPITAL IMPROVEMENTS
Budget Category	Investment
Revenue	No
PS	No
OTPS	Yes
Description	Debt service associated with the capital projects proposed in the People's Budget.
Beneficiaries	Taxpayers

PROPOSAL DETAILS >> CAPITAL

Proposal	STRONG NEIGHBORHOODS HOUSING PROGRAM
Budget Category	Capital
Description	NYC will create or preserve 100,000 affordable housing units over four years.
Beneficiaries	Low-income New Yorkers

Proposal	INCREASED MASS-TRANSIT SUPPORT TO MTA
Budget Category	Capital
Description	These funds would supplement the capital dollars the City already provides to the MTA for much needed capital improvements throughout the mass transit system.
Beneficiaries	All New Yorkers

Proposal	PARTICIPATORY BUDGETING
Budget Category	Capital
Description	This proposal will allow for citizens of each council district to participate in a process that would allocate an additional \$1 million for capital projects in their respective neighborhoods.
Beneficiaries	All New Yorkers

Proposal	SCHOOL-BASED HEALTH CENTERS
Budget Category	Capital
Description	School-Based Health Centers (SBHC) provide on-site primary care to students, as well as optional services such as dentistry. Research shows that SBHCs can help students manage illnesses at school and, therefore, decrease absenteeism from school and parents' time away from work. They also reduce hospitalizations and trips to the emergency room.
Beneficiaries	Children





PROPOSALS STRONG COMMUNITIES

PROPOSAL DETAILS >> CAPITAL *continued*

Proposal **EXPAND SAFE STREETS FOR SENIORS**

Budget Category Capital

Description This existing Department of Transportation program would be expanded to other neighborhoods throughout the City.

Beneficiaries Seniors

Proposal **TECHNOLOGY UPGRADE FOR COMMUNITY BOARDS**

Budget Category Capital

Description This supplies community boards with resources to broadcast community meetings and conduct more thorough outreach.

Beneficiaries All New Yorkers

Proposal **GREEN APPLE BONDS**

Budget Category Capital

Description Green Apple Bonds are tax-exempt bonds issued by the City to finance the elimination of toxic PCB-lighting in 772 schools. The bonds take advantage of low interest rates and will realize significant energy savings with more efficient lighting systems.

Beneficiaries Children, School Personnel



Proposals

ECONOMIC SECURITY

The City's unemployment rate remains stubbornly high at 9.1 percent, with certain populations bearing a larger share of the burden. Unemployment is highest for African-Americans at 13.1 percent, followed by Hispanics, at 10.5 percent. What is more, even New Yorkers who have jobs are struggling to achieve financial security. Currently, there are approximately 875,000 New York City residents in working-poor families. These families are held back from the middle class because rising costs of living and inflation have not been matched by adjustments in wages and benefits. The minimum wage in New York City has not been adjusted since 2009 and, when adjusted for cost of living, is the lowest in the nation at \$4.97 per hour. Among the working poor, Hispanics are disproportionately represented. Despite making up 28.6 percent of the City's population, Hispanics make up 44.5 percent of the City's working poor.

Low wages today translate into fewer savings tomorrow. More than one-third of New York City households in which the head is near retirement age (55-64 years old) have liquid assets of less than \$10,000. These New Yorkers will not be able to afford retirement. Moreover, incentives to save are minimal. Sixty percent of New York City workers do not have access to an employer-based retirement plan. In fact, access to these plans has decreased: between 2000 and 2009, the percentage of employees with access to such plans declined by eight percentage points, from 48 percent to 40 percent.

Even New Yorkers who have jobs are struggling to achieve financial security.

Collectively, the following policies will help lift workers out of poverty, allow workers to provide and care for their families, and secure savings for the future.



PROPOSALS ECONOMIC SECURITY

EXPENSE BUDGET PROGRESSIVE WORKFORCE PROPOSALS

(\$000s)

Agency	Proposal	FY 2014	FY 2015	FY 2016	FY 2017
Miscellaneous	Wellness Incentives for City Employees	\$17,500	\$35,000	\$35,000	\$35,000
Miscellaneous	Provide Enhancements to Temporary Disability Insurance (TDI) for All People Working in NYC	\$17,550	\$17,550	\$17,550	\$17,550
Miscellaneous	Create Family-Leave Insurance for All People Working in NYC	\$5,400	\$5,400	\$5,400	\$5,400
DSS	Mandate Paid Sick Leave for All People Working in NYC	N/A	N/A	N/A	N/A
N/A	Increase the Minimum Wage to \$11.50	N/A	N/A	N/A	N/A
N/A	NYC Personal Retirement Accounts for Private-Sector Workers	N/A	N/A	N/A	N/A
	TOTAL	\$40,450	\$57,950	\$57,950	\$57,950
	JOBS	N/A	N/A	N/A	N/A

PROGRESSIVE WORKFORCE PROPOSAL DETAILS

Proposal	WELLNESS INCENTIVES FOR CITY EMPLOYEES
Budget Category	Investment
Revenue	No
PS	No
OTPS	Yes
Description	Create healthy-living incentives for NYC municipal workers. Programs such as health screenings and assessments, smoking-cessation programs, and healthy eating options support workers' health, and in the long-term can save the City money in treating preventable diseases and illnesses.
Beneficiaries	NYC Employees

Proposal	PROVIDE ENHANCEMENTS TO TEMPORARY DISABILITY INSURANCE (TDI) FOR ALL PEOPLE WORKING IN NYC
Budget Category	Investment
Revenue	No
PS	Yes
OTPS	No
Description	The proposal expands upon the current TDI, a mandatory New York State benefit that allows workers to draw cash benefits from an insurance fund following an absence of more than five days, from \$170 per week to \$900 per week. Coverage would include previously exempt government workers.
Beneficiaries	All NYC Workers





PROPOSALS ECONOMIC SECURITY

PROGRESSIVE WORKFORCE PROPOSAL DETAILS *continued*

Proposal **CREATE FAMILY-LEAVE INSURANCE FOR ALL PEOPLE WORKING IN NYC**
Budget Category Investment
Revenue No
PS Yes
OTPS No
Description Expanding on the current Temporary Disability Insurance program infrastructure, this proposal would allow workers to receive cash benefits from an insurance fund during absences from work to care for a sick family member.
Beneficiaries All NYC Workers

Proposal **MANDATE PAID SICK LEAVE FOR ALL PEOPLE WORKING IN NYC**
Budget Category Cost Savings
Revenue No
PS No
OTPS Yes
Description Increasing the number of people who would benefit from paid sick leave would reduce the City's Medicaid costs due to fewer emergency room visits by public-insurance users.
Beneficiaries All NYC Workers

Proposal **INCREASE THE MINIMUM WAGE TO \$11.50**
Budget Category N/A
Revenue No
PS No
OTPS No
Description The proposal would raise New York City's minimum wage to \$11.50 per hour over five years, providing a meaningful boost to the incomes of an estimated 875,000 working-poor NYC households, and recognizing the particularly high cost-of-living in NYC compared to even elsewhere in the state.
Beneficiaries All New Yorkers

Proposal **NYC PERSONAL RETIREMENT ACCOUNTS FOR PRIVATE-SECTOR WORKERS**
Budget Category N/A
Revenue No
PS No
OTPS No
Description The recommendation is to create a voluntary retirement plan administered by the Office of the NYC Comptroller's Bureau of Asset Management, which manages municipal pension funds. Management fees would be significantly lower than those available to employees seeking to invest individual IRA funds with private investment financial services providers.
Beneficiaries All NYC Workers





Proposals

TAX RELIEF

New Yorkers pay some of the highest taxes in the county and in turn expect a high level of government services. Yet there is a certain level of taxation that can have a deleterious effect on the economy. Small businesses, with very slim profit margins, have little ability to absorb additional expenses and are especially susceptible to increases in taxes. In addition, certain taxes are inherently inequitable, with a disproportionate amount of the burden falling on those who cannot afford it. The proposals that follow will create a more progressive tax structure, eliminate some of the disincentives for doing business in the City, and generally make New York City a more desirable place in which to do business and reside.

TAX RELIEF PROPOSALS

(\$000s)

Agency	Proposal	FY 2014	FY 2015	FY 2016	FY 2017
DOF	Personal Income-Tax Reform (PIT) for the 99%	\$776,000	\$812,000	\$846,000	\$880,000
DOF	Eliminate General Corporation Tax (GCT) for Businesses with an Annual Tax Bill Under \$5,000	\$200,000	\$200,000	\$200,000	\$200,000
DOF	Exempt Businesses that Make Less than \$250,000 in Annual Income from the Unincorporated Business Tax (UBT)	\$100,000	\$100,000	\$100,000	\$100,000
DOF/DOB/DOHMH	Reduce Fines on Small Businesses	\$100,000	\$100,000	\$100,000	\$100,000
	TOTAL	\$1,176,000	\$1,212,000	\$1,246,000	\$1,280,000
	JOBS	N/A	N/A	N/A	N/A





PROPOSALS TAX RELIEF

PROPOSAL DETAILS

Proposal	PERSONAL INCOME-TAX REFORM (PIT) FOR THE 99%
Budget Category	Revenue Decrease
Revenue	Yes
PS	No
OTPS	No
Description	NYC's PIT would be made more progressive, lowering PIT rates for most households earning less than \$500,000 and raising rates on households earnings more than that amount.
Beneficiaries	Taxpayers

Proposal	ELIMINATE GENERAL CORPORATION TAX (GCT) FOR BUSINESSES WITH AN ANNUAL TAX BILL UNDER \$5,000
Budget Category	Revenue Decrease
Revenue	Yes
PS	No
OTPS	No
Description	More than 250,000 small businesses pay the NYC GCT, but have total tax liabilities of less than \$5,000. Those businesses represent about 85 percent of all businesses subject to the tax, but account for less than 4 percent of all GCT collections.
Beneficiaries	Small Businesses

Proposal	EXEMPT BUSINESSES THAT MAKE LESS THAN \$250,000 IN ANNUAL INCOME FROM THE UNINCORPORATED BUSINESS TAX (UBT)
Budget Category	Revenue Decrease
Revenue	Yes
PS	No
OTPS	No
Description	More than 12,000 partnerships and individual proprietorships pay the City's UBT and have an annual liability of less than \$10,000. Those businesses account for less than 4 percent of total UBT collections. Those proprietors and partners are also subject to the City's Personal Income Tax. This proposal would raise the effective income at which UBT liability begins to \$250,000, eliminating liability for all those whose current liabilities are less than approximately \$10,000.
Beneficiaries	Small Businesses

Proposal	REDUCE FINES ON SMALL BUSINESSES
Budget Category	Revenue Decrease
Revenue	Yes
PS	No
OTPS	No
Description	Reduce fines such as those issued by DOB, DOHMH, ECB, and the Department of Consumer Affairs.
Beneficiaries	Small Businesses





Conclusion

Governments across the globe are grappling with a post-financial crisis world. The social, political, economic, and budgetary aftershocks have been severe. Despite the complexity of the crisis—or perhaps because of it—public institutional and organizational responses have fallen into two distinct categories: austerity, as practiced in the European periphery and elsewhere, and stimulus, as President Obama accomplished in his first term in office.

These economic and budgetary choices reflect clear ideological positions. The People's Budget is not immune to or above this debate. It comes down definitively on the side of a forward-thinking approach: i.e. that government spending can be a force for social good and that economic prosperity is based primarily on an educated workforce and job creation. It presumes that rationally considered investments in public education, strong neighborhoods, public safety, and infrastructure will result in manifold returns, both social and budgetary.

The People's Budget would invest \$15 billion of new resources and create as many as 35,000 jobs in the areas of construction (through the creation of many new affordable housing units, for example), education (e.g., the hiring of school counselors), public safety (more police officers), and beyond. But what makes The People's Budget singular is its insistence on providing a credible funding source for every new program proposed. It absolutely rejects the notion that more spending for its own sake is positive and responsible governmental action.

This new budgeting approach will reduce cynicism in government and produce a better, stronger, and more fair budget.

The People's Budget does not view itself as an endpoint. As stated earlier in this report, The People's Budget is only the beginning of a discussion that all New Yorkers are responsible to have, with each other, with elected City officials, and with the authors of this report.

In the coming weeks, The Comptroller's Office will be releasing The People's Budget online and inviting New Yorkers to comment and submit their own budget-related ideas. In addition, a series of town halls across the City will be held to involve the public in the budgeting process and debate the merits and drawbacks of different proposals.

The belief and hope is that this new budgeting approach will reduce cynicism in government and produce a better, stronger, and more fair budget.

The People's Budget is built on the notion that "The New York City Dream" is still alive but it is desperately in need of dramatic resuscitation. We believe a new road to revenue generation, cost saving, and investments for the social good will not only help keep the New York City Dream alive, but revitalize it so it can further nourish and motivate generations to come and to come here.

We invite your comments and suggestions through the website of the New York City Comptroller's Office, www.comptroller.nyc.gov.





Budgetary Appendix

The following appendices summarize the budgetary changes made in the People's Budget. These appendices use the Mayor's Preliminary FY 2014 Financial Plan as the baseline position for all discussions. The People's Budget includes an additional \$8.05 billion in net expenditure over the FY 2014 – 2017 financial plan period offset by an additional \$8.14 billion in additional net revenues. The People's Budget would create a net surplus of \$792.5 million in FY 2014 and \$313.8 million in FY 2015, partially offsetting the existing budget gaps as presented in the Mayor's Financial Plan. The numbers presented in these appendices are estimates of revenues and expenditures for the next four fiscal years which will be adjusted as there is more clarity and certainty. This appendix presents the differences between the People's Budget's and the Mayor's four-year financial plan by major revenue and expenditure category. The appendix then summarizes the changes made at the agency level.



CHANGES TO THE FOUR YEAR FINANCIAL PLAN

Revenues And Expenditures

REVENUES

(\$000s)

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2014 - 2017
TAXES					
Property Tax	\$16,500	\$17,300	\$18,100	\$19,000	\$70,900
Other Taxes	\$926,000	\$1,116,400	\$1,257,541	\$1,298,451	\$4,598,392
Audit	\$33,125	\$66,250	\$99,375	\$132,500	\$331,250
Subtotal Tax Revenues	\$975,625	\$1,199,950	\$1,375,016	\$1,449,951	\$5,000,542
Miscellaneous Revenues	\$486,687	\$486,687	\$486,687	\$659,787	\$2,119,848
Disallowances Against Categorical Grants	\$0	\$0	\$0	\$0	\$0
Subtotal: City Funds	\$1,462,312	\$1,686,637	\$1,861,703	\$2,109,738	\$7,120,390
Other Categorical Grants	\$0	\$0	\$0	\$0	\$0
Inter-Fund Revenues	\$0	\$0	\$0	\$0	\$0
Federal Categorical Grants	\$154,000	\$154,000	\$154,000	\$154,000	\$616,000
State Categorical Grants	\$101,000	\$101,000	\$101,000	\$101,000	\$404,000
TOTAL REVENUES	\$1,717,312	\$1,941,637	\$2,116,703	\$2,364,738	\$8,140,390

EXPENDITURES

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2014 - 2017
Agency Expenditures	\$943,880	\$1,583,363	\$2,264,998	\$2,991,191	\$7,783,433
Pension Contributions	\$0	(\$11,000)	(\$36,800)	(\$62,700)	(\$110,500)
Miscellaneous Budget	(\$33,050)	(\$15,550)	(\$15,550)	(\$15,550)	(\$79,700)
Debt Service	\$13,948	\$71,068	\$143,979	\$225,217	\$454,211
FY 2012 BSA	\$0	\$0	\$0	\$0	\$0
FY 2013 BSA	\$0	\$0	\$0	\$0	\$0
Retiree Health Benefit Trust	\$0	\$0	\$0	\$0	\$0
General Reserve	\$0	\$0	\$0	\$0	\$0
TOTAL EXPENDITURES	\$924,778	\$1,627,881	\$2,356,627	\$3,138,158	\$8,047,444
EXCESS REVENUES OVER EXPENDITURES	\$792,534	\$313,756	(\$239,924)	(\$773,420)	\$92,947





PRELIMINARY BUDGET VS. THE PEOPLE'S BUDGET – FY 2014

	Preliminary Budget FY 2014	People's Budget FY 2014	Difference
UNIFORMED FORCES			
NYPD	\$4,310,600	\$4,367,513	\$56,913
FDNY	\$1,453,141	\$1,499,357	\$46,216
DOC	\$1,046,911	\$1,046,911	\$0
DOS	\$1,400,012	\$1,400,012	\$0
HEALTH & WELFARE			
ACS	\$809,844	\$1,120,969	\$311,125
DSS	\$7,289,702	\$7,303,702	\$14,000
DHS	\$436,534	\$409,932	(\$26,602)
DHMH	\$571,775	\$590,125	\$18,350
DYCD	\$159,948	\$231,448	\$71,500
OTHER MAYORAL			
Libraries	\$193,159	\$228,159	\$35,000
DFTA	\$116,408	\$141,658	\$25,250
DCA	\$92,101	\$162,101	\$70,000
HPD	\$49,371	\$76,429	\$27,058
DEP	\$1,039,822	\$1,039,822	\$0
DOF	\$219,850	\$219,850	\$0
DOT	\$433,637	\$432,203	(\$1,434)
DPR	\$283,243	\$314,243	\$31,000
DCAS	\$217,688	\$217,688	\$0
SBS	\$55,905	\$55,613	(\$292)
All Other Mayoral	\$1,014,840	\$1,014,840	\$0
MAJOR ORGANIZATIONS			
DOE	\$9,283,506	\$9,445,217	\$161,711
CUNY	\$553,441	\$656,404	\$102,963
HHC	\$65,385	\$65,385	\$0
OTHER			
Pension	\$8,055,374	\$8,055,374	\$0
Miscellaneous	\$5,741,336	\$5,708,286	(\$33,050)
Debt Service	\$4,904,560	\$4,918,508	\$13,948
Prior Payable Adjustment	\$0	\$0	\$0
General Reserve	\$300,000	\$300,000	\$0
Energy Adjustment	\$34,390	\$34,390	\$0
Lease Adjustment	\$30,842	\$30,842	\$0
OTPS Inflator	\$55,519	\$55,519	\$0
ELECTED OFFICIALS			
Mayor	\$63,481	\$64,604	\$1,123
All Other Elected	\$402,436	\$402,436	\$0
Total	\$50,684,761	\$51,609,539	\$924,778





PRELIMINARY BUDGET VS. THE PEOPLE'S BUDGET – FY 2015

	Preliminary Budget FY 2015	People's Budget FY 2015	Difference
UNIFORMED FORCES			
NYPD	\$4,327,066	\$4,446,619	\$119,553
FDNY	\$1,408,018	\$1,457,007	\$48,989
DOC	\$1,043,763	\$1,043,763	\$0
DOS	\$1,446,878	\$1,446,878	\$0
HEALTH & WELFARE			
ACS	\$810,285	\$1,360,534	\$550,249
DSS	\$7,382,688	\$7,396,688	\$14,000
DHS	\$433,321	\$380,117	(\$53,204)
DHMH	\$568,829	\$605,529	\$36,700
DYCD	\$138,813	\$281,813	\$143,000
OTHER MAYORAL			
Libraries	\$192,109	\$262,109	\$70,000
DFTA	\$116,406	\$166,906	\$50,500
DCA	\$92,101	\$163,501	\$71,400
HPD	\$49,319	\$103,434	\$54,115
DEP	\$1,024,393	\$1,024,393	\$0
DOF	\$219,424	\$219,424	\$0
DOT	\$448,575	\$445,277	(\$3,298)
DPR	\$283,328	\$345,328	\$62,000
DCAS	\$218,168	\$218,168	\$0
SBS	\$37,625	\$34,458	(\$3,167)
All Other Mayoral	\$1,008,351	\$1,008,351	\$0
MAJOR ORGANIZATIONS			
DOE	\$9,630,974	\$9,927,726	\$296,752
CUNY	\$546,720	\$671,371	\$124,651
HHC	\$64,380	\$64,380	\$0
OTHER			
Pension	\$8,046,789	\$8,035,789	(\$11,000)
Miscellaneous	\$7,589,776	\$7,574,226	(\$15,550)
Debt Service	\$6,879,203	\$6,950,271	\$71,068
Prior Payable Adjustment	\$0	\$0	\$0
General Reserve	\$300,000	\$300,000	\$0
Energy Adjustment	\$51,484	\$51,484	\$0
Lease Adjustment	\$92,873	\$92,873	\$0
OTPS Inflator	\$111,038	\$111,038	\$0
ELECTED OFFICIALS			
Mayor	\$62,961	\$64,084	\$1,123
All Other Elected	\$402,710	\$402,710	\$0
Total	\$55,028,368	\$56,656,249	\$1,627,881





PRELIMINARY BUDGET VS. THE PEOPLE'S BUDGET – FY 2016

	Preliminary Budget FY 2016	People's Budget FY 2016	Difference
UNIFORMED FORCES			
NYPD	\$4,329,094	\$4,520,271	\$191,177
FDNY	\$1,404,991	\$1,456,919	\$51,928
DOC	\$1,043,582	\$1,043,582	\$0
DOS	\$1,445,366	\$1,445,366	\$0
HEALTH & WELFARE			
ACS	\$810,285	\$1,599,659	\$789,374
DSS	\$7,340,362	\$7,354,362	\$14,000
DHS	\$433,121	\$353,315	(\$79,806)
DHMH	\$568,923	\$623,973	\$55,050
DYCD	\$138,813	\$353,313	\$214,500
OTHER MAYORAL			
Libraries	\$192,109	\$297,109	\$105,000
DFTA	\$116,406	\$192,156	\$75,750
DCA	\$92,101	\$164,929	\$72,828
HPD	\$49,319	\$130,492	\$81,173
DEP	\$1,022,204	\$1,022,204	\$0
DOF	\$219,498	\$219,498	\$0
DOT	\$451,297	\$445,544	(\$5,753)
DPR	\$283,328	\$376,328	\$93,000
DCAS	\$217,798	\$217,798	\$0
SBS	\$37,633	\$31,591	(\$6,042)
All Other Mayoral	\$1,000,577	\$1,000,577	\$0
MAJOR ORGANIZATIONS			
DOE	\$9,861,370	\$10,325,640	\$464,270
CUNY	\$546,383	\$693,810	\$147,427
HHC	\$64,380	\$64,380	\$0
OTHER			
Pension	\$8,242,466	\$8,205,666	(\$36,800)
Miscellaneous	\$8,343,873	\$8,328,323	(\$15,550)
Debt Service	\$7,200,145	\$7,344,124	\$143,979
Prior Payable Adjustment	\$0	\$0	\$0
General Reserve	\$300,000	\$300,000	\$0
Energy Adjustment	\$37,959	\$37,959	\$0
Lease Adjustment	\$120,502	\$120,502	\$0
OTPS Inflator	\$166,557	\$166,557	\$0
ELECTED OFFICIALS			
Mayor	\$62,944	\$64,067	\$1,123
All Other Elected	\$403,131	\$403,131	\$0
Total	\$56,546,517	\$58,903,144	\$2,356,627





PRELIMINARY BUDGET VS. THE PEOPLE'S BUDGET – FY 2017

	Preliminary Budget FY 2017	People's Budget FY 2017	Difference
UNIFORMED FORCES			
NYPD	\$4,329,094	\$4,598,840	\$269,746
FDNY	\$1,407,435	\$1,462,479	\$55,044
DOC	\$1,043,582	\$1,043,582	\$0
DOS	\$1,445,375	\$1,445,375	\$0
HEALTH & WELFARE			
ACS	\$810,285	\$1,838,783	\$1,028,498
DSS	\$7,341,724	\$7,355,724	\$14,000
DHS	\$433,121	\$326,713	(\$106,408)
DHMH	\$568,923	\$642,323	\$73,400
DYCD	\$138,813	\$424,813	\$286,000
OTHER MAYORAL			
Libraries	\$192,109	\$332,109	\$140,000
DFTA	\$116,406	\$217,406	\$101,000
DCA	\$92,101	\$166,386	\$74,285
HPD	\$49,319	\$157,549	\$108,230
DEP	\$1,020,037	\$1,020,037	\$0
DOF	\$219,563	\$219,563	\$0
DOT	\$451,297	\$442,326	(\$8,971)
DPR	\$283,328	\$408,328	\$125,000
DCAS	\$217,803	\$217,803	\$0
SBS	\$37,636	\$28,719	(\$8,917)
All Other Mayoral	\$985,615	\$985,615	\$0
MAJOR ORGANIZATIONS			
DOE	\$10,173,098	\$10,840,909	\$667,811
CUNY	\$546,121	\$717,472	\$171,351
HHC	\$64,380	\$64,380	\$0
OTHER			
Pension	\$8,495,327	\$8,432,627	(\$62,700)
Miscellaneous	\$9,213,973	\$9,198,423	(\$15,550)
Debt Service	\$7,412,500	\$7,637,717	\$225,217
Prior Payable Adjustment	\$0	\$0	\$0
General Reserve	\$300,000	\$300,000	\$0
Energy Adjustment	\$51,929	\$51,929	\$0
Lease Adjustment	\$148,959	\$148,959	\$0
OTPS Inflator	\$222,076	\$222,076	\$0
ELECTED OFFICIALS			
Mayor	\$62,944	\$64,067	\$1,123
All Other Elected	\$403,135	\$403,135	\$0
Total	\$58,278,008	\$61,416,166	\$3,138,158





Glossary of Acronyms

ACS	Administration for Children's Services
BID	Business Improvement District
BLS	Bureau of Labor Statistics
BSA	Budget Stabilization Account
CBO	Community-Based Organization
CFY	Formerly "Computers for Youth"
CUNY	City University of New York
CY	Calendar Year
DCA	Department of Cultural Affairs
DCAS	Department of Citywide Administrative Services
DDC	Department of Design and Construction
DEP	Department of Environmental Protection
DFTA	Department for the Aging
DHS	Department of Homeless Services
DOB	Department of Buildings
DOC	Department of Correction
DOE	Department of Education
DOF	Department of Finance
DOH	Department of Health (New York State)
DOHMH	Department of Health and Mental Hygiene (New York City)
DOT	Department of Transportation
DPR	Department of Parks and Recreation
DSNY	Department of Sanitation
DSS	Department of Social Services
DYCD	Department of Youth and Community Development
ECB	Environmental Control Board
ECE	Early Care and Education
EDC	Economic Development Corporation
FDNY	Fire Department
FEMA	Federal Emergency Management Agency
FPL	Federal Poverty Level
FTE	Full-Time Equivalent
FY	Fiscal Year
GCT	General Corporation Tax





GLOSSARY OF ACRONYMS *continued*

HASA	HIV/AIDS Services Administration
HHC	Health and Hospitals Corporation
HP	Hewlett Packard
HPD	Housing Preservation & Development
HRA	Human Resources Administration
IBO	Independent Budget Office
IRA	Individual Retirement Account
IT	Information Technology
J&C	Judgments and Claims
MOUSE	Formerly "Making Opportunities for Upgrading Student Education"
MSG	Madison Square Garden
MTA	Metropolitan Transit Authority
M/WBE	Minority and Women-Owned Businesses and Enterprises
NFP	Nurse Family Partnership
NYC	New York City
NYPD	New York City Police Department
NYS	New York State
O&M	Operation and Maintenance
OMB	Office of Management and Budget
OST	Out-of-School Time
OTPS	Other than Personal Services
PCB	Polychlorinated Biphenyl
PEP	Panel for Educational Policy
PIT	Personal Income Tax
PS	Personal Services
SBS	Small Business Services
SBHC	School-Based Health Centers
TDI	Temporary Disability Insurance
UBT	Unincorporated Business Tax
UP3	Universal Preschool for Three-Year Olds
UPK	Universal Pre-Kindergarten
U.S.	United States



Comptroller of the City of New York

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