

**The City of New York**

**Bill de Blasio, Mayor**

# **February 2018 Financial Plan Detail**

**Fiscal Years 2018–2022**

**Mayor's Office of Management and Budget  
Melanie Hartzog, Director**

# February 2018 Financial Plan Detail

Fiscal Years 2018-2022

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## THE FINANCIAL PLAN

The Fiscal Year 2019 Preliminary Expense Budget is \$88.7 billion. This is the thirty-ninth 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 2018         | FY 2019         | FY 2020          | FY 2021          | FY 2022          |
|---|-----------------|-----------------|------------------|------------------|------------------|
| <b>REVENUES</b>   |                 |                 |                  |                  |                  |
| Taxes   |                 |                 |                  |                  |                  |
| General Property Tax  | \$26,080        | \$27,674        | \$29,154         | \$30,438         | \$30,721         |
| Other Taxes   | 29,915          | 31,269          | 32,348           | 33,423           | 34,181           |
| Tax Audit Revenue   | 1,299           | 1,056           | 721              | 721              | 721              |
| <b>Subtotal: Taxes</b>  | <b>\$57,294</b> | <b>\$59,999</b> | <b>\$62,223</b>  | <b>\$64,582</b>  | <b>\$65,623</b>  |
| Miscellaneous Revenues  | 6,995           | 6,712           | 6,932            | 6,964            | 6,793            |
| Unrestricted Intergovernmental Aid                                  | -               | -               | -                | -                | -                |
| Less: Intra-City Revenue  | (2,132)         | (1,757)         | (1,749)          | (1,754)          | (1,754)          |
| Disallowances Against Categorical Grants                            | 85              | (15)            | (15)             | (15)             | (15)             |
| <b>Subtotal: City Funds</b>   | <b>\$62,242</b> | <b>\$64,939</b> | <b>\$67,391</b>  | <b>\$69,777</b>  | <b>\$70,647</b>  |
| Other Categorical Grants  | 1,098           | 870             | 860              | 855              | 855              |
| Inter-Fund Revenues   | 674             | 670             | 606              | 605              | 605              |
| Federal Categorical Grants  | 8,650           | 7,219           | 6,973            | 6,955            | 6,939            |
| State Categorical Grants  | 14,776          | 14,968          | 15,463           | 15,838           | 16,251           |
| <b>Total Revenues</b>   | <b>\$87,440</b> | <b>\$88,666</b> | <b>\$91,293</b>  | <b>\$94,030</b>  | <b>\$95,297</b>  |
| <b>EXPENDITURES</b>   |                 |                 |                  |                  |                  |
| Personal Service  |                 |                 |                  |                  |                  |
| Salaries and Wages  | \$27,273        | \$28,571        | \$29,394         | \$30,037         | \$29,677         |
| Pensions  | 9,590           | 9,802           | 9,764            | 9,678            | 9,882            |
| Fringe Benefits <sup>1</sup>  | 9,972           | 10,678          | 11,556           | 12,318           | 12,999           |
| <b>Subtotal: Personal Service</b>                                   | <b>\$46,835</b> | <b>\$49,051</b> | <b>\$50,714</b>  | <b>\$52,033</b>  | <b>\$52,558</b>  |
| Other Than Personal Service   |                 |                 |                  |                  |                  |
| Medical Assistance  | 5,915           | 5,915           | 5,915            | 5,915            | 5,915            |
| Public Assistance   | 1,594           | 1,605           | 1,617            | 1,617            | 1,617            |
| All Other <sup>1</sup>  | 30,112          | 28,097          | 28,067           | 28,310           | 28,641           |
| <b>Subtotal: Other Than Personal Service</b>                        | <b>\$37,621</b> | <b>\$35,617</b> | <b>\$35,599</b>  | <b>\$35,842</b>  | <b>\$36,173</b>  |
| Debt Service <sup>1,2</sup>   | 6,412           | 7,089           | 7,664            | 8,127            | 8,815            |
| FY 2017 Budget Stabilization & Discretionary Transfers <sup>1</sup> | (4,180)         | —               | —                | —                | —                |
| FY 2018 Budget Stabilization <sup>2</sup>                           | 2,584           | (2,584)         | —                | —                | —                |
| Capital Stabilization Reserve                                       | —               | 250             | 250              | 250              | 250              |
| General Reserve   | 300             | 1,000           | 1,000            | 1,000            | 1,000            |
| <b>Subtotal</b>   | <b>\$89,572</b> | <b>\$90,423</b> | <b>\$95,227</b>  | <b>\$97,252</b>  | <b>\$98,796</b>  |
| Less: Intra-City Expenses   | (2,132)         | (1,757)         | (1,749)          | (1,754)          | (1,754)          |
| <b>Total Expenditures</b>   | <b>\$87,440</b> | <b>\$88,666</b> | <b>\$93,478</b>  | <b>\$95,498</b>  | <b>\$97,042</b>  |
| <b>Gap To Be Closed</b>   | <b>\$—</b>      | <b>\$—</b>      | <b>(\$2,185)</b> | <b>(\$1,468)</b> | <b>(\$1,745)</b> |

1. Fiscal Year 2017 Budget Stabilization and Discretionary Transfers total \$4.180 billion, including GO of \$1.560 billion, TFA-PIT of \$1.909 billion, Retiree Health Benefits of \$400 million, net equity contributions in bond refunding of \$11 million and subsidies of \$300 million.

2. Fiscal Year 2018 Budget Stabilization totals \$2.584 billion, including GO of \$584 million and TFA-PIT of \$2.0 billion.

## ECONOMIC AND TAX REVENUE FORECAST

### Economic Overview

The national economy continues to grow modestly, with the pace in 2017 slightly above average for the current expansion. Consumption accounted for most of the growth in 2017, but, unlike the prior year, investment spending has started to provide support. Net exports actually contributed to growth through the first three quarters of 2017, but, with imports outpacing exports in the fourth, the net full-year impact of trade was a small drag. The passage of the federal tax cut is expected to boost consumption and investment spending over the next two years. However, the consumption response will likely be restrained since the personal tax cuts are temporary and skewed towards wealthier households who are less likely to spend the windfall. As a result, the nation's growth path has been lifted slightly in 2018 and 2019.

While overall investment spending has been strengthening, the housing component has been unusually weak and, consequently, did not contribute much to growth in 2017. Although it is possible that the unusual number of hurricanes impaired new home building in the south, the indicators on housing starts, new home sales, and existing home sales were all down from the prior year. Nevertheless, other areas of the economy continue to flourish. The unemployment rate has dropped below the low of the last expansion and stands at a 17-year low. With survey evidence pointing to tight labor markets near full employment, the potential for stronger job growth is limited and employment gains are projected to slow. The absence of stronger wage growth in the face of labor shortages continues to be an open question. However, over a third of the states and many municipalities have implemented new minimum wage laws, which should improve compensation this year.

The lack of wage pressure is part of the larger issue of sluggish inflation that is currently complicating monetary policy decisions. At the beginning of 2017, the Fed's favored price measure finally strengthened after five years of weakness, justifying the three interest rate hikes in 2017. However, in the latter half of the year, inflation pressures eased considerably, running well below the Fed's target. As a result, the incoming Fed chair will face the challenge of balancing the lack of inflation pressure against the robust labor market and a fiscal stimulus coming from the tax cut. The Fed's tighter policy pushed up short-term rates while longer-term rates were largely flat in 2017, leading to a flatter yield curve and higher funding costs in the financial sector. The recent tax overhaul and the associated jump in federal debt will increase the supply of Treasury issuance. At the same time, the Fed will scale back its purchases of securities as it normalizes its balance sheet and global central banks will transition to less accommodative policies as their economies strengthen. All of these factors will send interest rates higher through the forecast horizon. Equity markets boomed in 2017 reflecting expectations of lighter regulation, tax cuts, and stronger corporate profits, with the Dow Jones and S&P 500 producing the strongest gains since 2013. In particular, corporate profits began rebounding at the end of 2016, a trend that is expected to be extended by the recent corporate tax cuts. Wall Street has benefitted from the favorable conditions, with the NYSE-member firms earning \$17.8 billion through the first three quarters of 2017, up nearly 19 percent over the prior year. While the fourth quarter earnings results have been muddied by accounting moves related to the new tax law, the underlying fundamentals remain positive. It is projected that Wall Street profits will increase further in 2018.

The New York City economy continued to expand in 2017, with job growth lead by education and health, professional and business services, and leisure and hospitality. However, there are signs that growth is moderating – City payrolls expanded robustly in 2017 but the pace has been decelerating, partly mirroring national trends and tighter labor markets. This slowing is expected to continue through the end of the forecast horizon. While nearly all sectors added workers in 2017, weakness continued in retail, which contracted for a second consecutive year, and information, which suffered its first annual losses since the recession. In contrast to the national picture, wage growth in NYC has strengthened, with the pace in 2017 above the prior two years. The main drivers – minimum wage hikes, higher Wall Street compensation, and stronger competition for scarce workers – are expected to continue for at least the next two years, so elevated wage growth is projected to persist.

Other sectors of the NYC economy are also showing signs of slowing. Office-using employment decelerated in 2017 for a second consecutive year. Combined with a full pipeline of new office projects, asking rent growth softened. However, strong leasing activity pushed total occupied office space past the prior peak set during the housing boom. Residential real estate also advanced but at a weaker pace than the prior year, with transactions growth through the first three quarters off slightly from 2016. Price appreciation was also slower, driven by price declines in condos, which had previously benefited from double-digit increases. Tourism remains a reliable engine of growth. Fears of a downturn in international visitors have not been realized, with international arrivals at the City's airports growing modestly. It appears likely that total visitors will continue to set new records into the near future, assisted by downward pressure on hotel rates due to steady increases in the City's inventory of hotel rooms.

## Tax Forecast Summary

New York City is expected to collect \$57.3 billion in tax revenue in fiscal year 2018, growth of 4.8 percent over 2017. Property taxes are forecast to increase 6.6 percent, and non-property taxes are forecast to increase 3.5 percent.<sup>1</sup> The economic expansion is expected to continue into 2019 as total tax revenue is expected to grow 4.7 percent, resulting in total revenues of \$60 billion. Property tax revenue in 2019 is forecast to increase 6.1 percent and non-property tax revenue is expected to increase 4.5 percent.

**Property tax** revenue is forecast to grow 6.6 percent in 2018 to \$26.1 billion and 6.1 percent in 2019 to \$27.7 billion. Total market value grew by 9.4 percent from the 2018 final roll to the 2019 tentative roll. On the tentative roll, Class 1 (one to three family homes) properties saw an increase of 10.4 percent in their market value and an increase in the billable assessed value of 4.1 percent. Small Class 2 properties saw market value growth of 13 percent while Large Class 2 properties saw market value growth of 10 percent. Overall, Class 2 market value increased 10.7 percent and billable assessed value grew 11.5 percent. Class 3 properties saw a slight market value increase of 0.4 percent. Class 4 properties grew in market value by 7.4 percent, with an increase in billable assessed value of 7.9 percent.

**Non-property tax** revenue growth is forecast to grow 3.5 percent in 2018 and to increase 4.5 percent in 2019. Personal income tax revenue totals \$11.9 billion in 2018, an increase of 7.2 percent. The strong growth is a result of tax law changes that increased withholding rates as well as healthy non-wage income gains. Personal income tax revenue grows by 2.8 percent in 2019.

Business income tax revenues (business corporation and unincorporated business taxes) are forecast at \$5.5 billion, an increase of 1.5 percent over the prior year. Business corporation tax revenue is forecast to decline 1.0 percent from the prior year, likely reflecting reduced tax payments from firms settling prior year liabilities. Unincorporated business tax revenue is forecast to grow 5.8 percent in 2018. In 2019, business income tax revenues are forecast to grow 8.1 percent, to \$6.0 billion. Business corporation tax revenue rebounds in 2019 growing 8.9 percent, supported by an increase in corporate profits and high levels of Wall Street profitability. Unincorporated business tax revenue is also expected to post strong growth of 6.7 percent in 2019.

Sales tax revenue continues to grow as consumer confidence is elevated, unemployment is low and a stable local economy bolster consumer spending. Sales tax revenue is expected to grow 4.6 percent over the prior year and reach \$7.3 billion in 2018. In 2019, sales tax revenue is forecast to grow to \$7.9 billion, 7.7 percent. Sales tax revenue growth is forecast to average 3.3 percent annually from 2020 through 2022 corresponding to steady local employment and wage growth. Hotel tax revenue is forecast at \$589 million in 2018, 1.7 percent growth over the prior year as occupancy rates remain flat, inventory continues to climb and the average room rate dips slightly. Hotel tax collections are expected to remain flat in 2019 and average 1.6 percent growth from 2020 through 2022.

Transaction tax revenue (mortgage recording tax and real property transfer tax) is expected to decline 6.7 percent to \$2.4 billion in 2018 and then increase 1.4 percent in 2019. The decline in transaction taxes is largely due to a significant correction in the commercial market from the record pace seen in the last couple of years. Growth averages 1.7 percent for the remaining plan period (from 2020 through 2022) as residential activity continues to grow while the commercial market remains stable.

In summary, revenues from non-property taxes remain stable at \$29.9 billion in 2018. Assuming the moderate expansion of the City economy continues through the plan period, non-property tax revenue is forecast to grow 4.5 percent in 2019 and average annual growth of approximately three percent from 2020 through 2022. Total tax revenue will grow at 4.7 percent in 2019 before stabilizing at an annual average growth rate of 3.0 percent from 2020 through 2022.

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

## Tax Cuts and Jobs Act

On December 22, 2017, the federal government passed and enacted the Tax Cuts and Jobs Act of 2017 (TCJA), public law no. 115-97, which altered the federal personal and income tax code. New York City uses federal income as the starting point to determine New York City liability for both the personal income tax and the business corporation tax. As a result, the federal changes will have potential flow-through effects on revenues that will need to be assessed. Such effects are not currently included in the tax forecast.

TCJA would likely have a small impact on New York City's personal income tax (PIT) revenues if no legislation were passed by New York State to prevent such effects from occurring. The primary way that changes reach New York City PIT revenues relates to the modifications made to itemized deductions and the increase in the standard deduction. Under the current tax law, New York State (and therefore New York City) PIT itemized deductions are based on deduction amount totals that reference corresponding federal deductions. Those changes will flow through to State and City returns. In addition, the suspension of federal personal exemptions would have a direct impact on the availability of the State and therefore City standard deduction for single filers. Under the current state law, a taxpayer is eligible for the standard deduction for single filers only if the individual "*is not married, nor the head of a household nor an individual whose federal exemption amount is zero*".<sup>2</sup> If not addressed by State legislation, this would likely increase NYC personal income tax liability for single filers.

Modifications which restrict the amount of a deduction permitted could increase tax revenues for New York City by lowering the total amount a person may deduct. One example of this is the new \$10,000 cap on the deduction of state and local taxes (SALT). Other such deductions include but are not limited to: capping the mortgage interest deduction, and eliminating or reducing the deductions for moving expenses, casualty and theft loss, unreimbursed employee expenses, and tax preparation fees. The increase in the standard deduction will also increase New York City PIT revenues, because it will force more people to standardize at the state level: even if more beneficial, one cannot itemize at the local level after choosing the standard deduction in the federal return. The federal changes to the medical expenses deduction, which temporarily increased the deduction amount permitted, would decrease New York City PIT revenues.

The direct impact on New York City business tax revenues by the change in federal law appears to be limited and significantly more uncertain. Some larger provisions, such as the permanent reduction of the federal rate, do not flow through to the City, while others the City is already decoupled from, such as immediate full expensing. Other provisions that slightly alter revenue calculations and federal deductions will have varying impacts on the City's tax base. The TCJA also makes changes to the taxation of multinational firms. The repatriation of previously untaxed old foreign earnings may represent a risk, should the federal deduction on foreign earnings and profits be interpreted as nontaxable.

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<sup>2</sup> Preliminary report on the Federal Tax Cuts and Jobs Act, January 2018 New York State Department of Taxation and Finance.

## The U.S. Economy

After two strong quarters, real GDP growth slowed modestly in the fourth quarter of 2017. The pace above three percent seen in the second and third quarters of 2017 weakened in the fourth to 2.6 percent, resulting in full year growth of 2.3 percent. However, partly due to the passage of the Tax Cuts and Jobs Act (TCJA), the economy is expected to temporarily strengthen in 2018 and 2019. While consumption expenditures again lead the way in the fourth quarter, contributing 2.6 percentage points (ppt) of growth, private investment (0.6 ppt contribution) and government (0.5 ppt) also provided a welcomed boost. As of January 2018, the expansion entered its 103rd consecutive month of growth, the third longest episode since the end of WW II. With no downturn in sight, the economy will soon pass the penultimate expansion of 106 months set during the 1960's. Although there are scant signs that the current cycle is waning, the pace has been uncharacteristically slow. At this point in the two longest prior expansions, real GDP had grown by 53 percent (mid 1960's) and 37 percent (1990's). By contrast, national income in the current expansion is up just 20 percent.

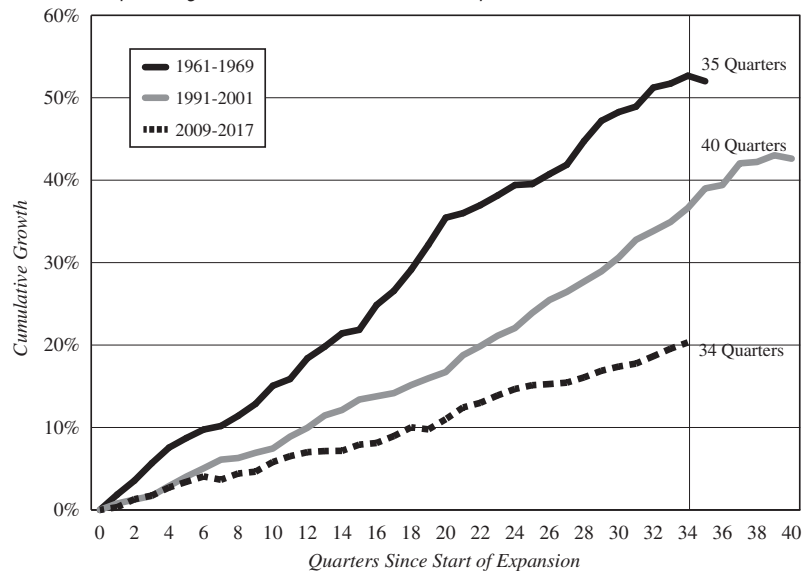
The strong growth in the second and third quarters was partly driven to transitory factors which have now diminished. In both quarters, the positive investment contribution was augmented by a jump in private inventories, accounting for about 0.8 ppt of growth in the third quarter. In the fourth quarter,

this flipped to a -0.7 ppt drag. Without this headwind, growth would have matched the third quarter pace of 3.2 percent. In addition, net exports has provided an average benefit of about a 0.25 ppt in each of the first three quarters of 2017. This reversed in the fourth quarter to a -1.1 ppt subtraction, with imports growing at twice the pace of exports. For the full year, net exports subtracted -0.18 ppt from growth, close to the five-year average. The outlook for a rebound in global growth could help the trade balance as the economies of major trading partners strengthen. The IMF raised its global growth projection to 3.9 percent in 2018 and 2019, up 0.2 ppt from the last full projection made in October. Higher projections were widespread, encompassing the euro area, China, Japan, Canada, Mexico, Brazil, and Russia. While this bodes well for U.S. exports, there will be a corresponding offset from imports – the fiscal stimulus from the U.S. tax cut is likely to increase demand for foreign products and services. As a result, over the forecast horizon, it is projected that net exports will continue to subtract mildly from growth, as they have in six of the last eight years.

A key factor influencing the trade balance is the strength of the dollar. The synchronized global expansion is starting to align monetary policy across central banks for the first time since the start of the recovery. Until recently, the U.S. Federal Reserve was the only major central bank that was actively tightening monetary policy. The Fed ended purchases of treasuries and mortgage debt (i.e. quantitative easing) at the end of 2014 and started raising the fed funds target rate at the end of 2016. Since then, the Fed has hiked rates three additional

### Cumulative GDP Growth

*Although the current expansion is the third longest on record, the pace of growth has been much slower than prior recoveries.*



Source: Federal Reserve Bank of St. Louis, NYC OMB

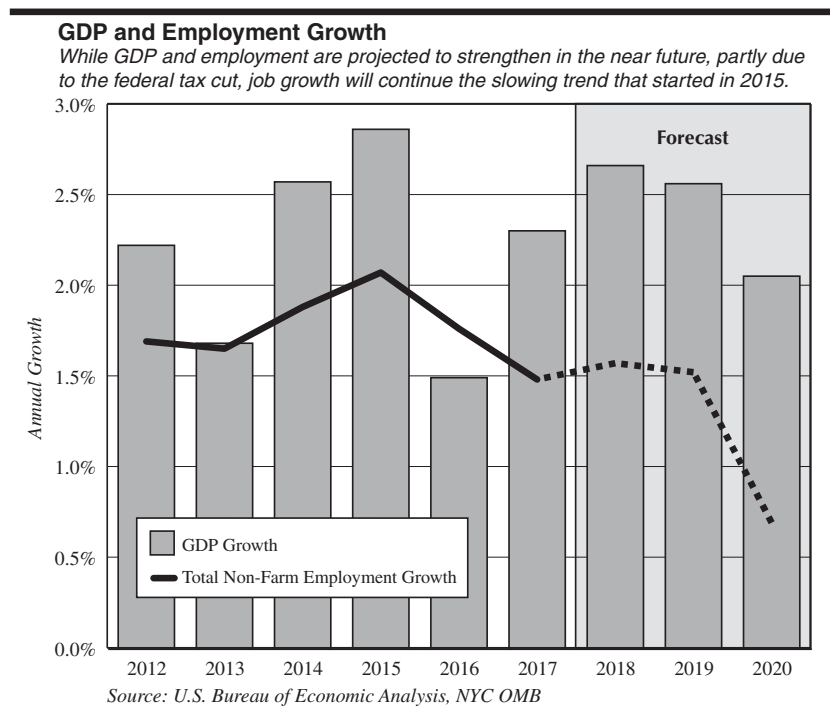


notches. With stronger economic prospects, other central banks have started to join the Fed. In October, the ECB announced that it would start to taper its purchases of assets with a goal of ending the stimulus by the third quarter of 2018. The Bank of Canada raised rates twice in 2017 and the Bank of England hiked its policy rate in November for the first time in a decade. One consequence was a seven percent drop of the dollar in 2017, which had appreciated roughly 35 percent against major trading partners from 2011 through the end of 2016. Nevertheless, the fiscal boost from the Tax Cut and Jobs Act (TCJA) will increase aggregate demand and may elicit a response from the Fed in an effort to head off nascent inflation. Tighter monetary policy and issuance of a trillion dollars of new treasury securities to finance the TCJA will result in higher interest rates and a stronger dollar. Thus, the greenback is expected to rebound and appreciate again over the subsequent year.

Another sector that is sending mixed signals is residential investment, which contracted in the second and third quarters only to accelerate to an 11.6 percent annual pace in the last quarter. As a result, the full-year contribution from housing activity was essential nil in 2017, well below the quarter point average boost that the industry has provided in each of the last five years. Part of the volatility is reflecting disruptions from the hurricanes in Florida and Texas. However, for the entire year, housing starts grew just 2.4 percent, with strong single-family construction offset by a large drop in multi-family projects. New home sales were up 8.4 percent, well below the double-digit pace of 2015 and 2016. Existing home sales were also sluggish in 2017, growing only 1.1 percent, down from 3.8 percent in 2016. However, the slow pace is being driven by pipeline constraints as the supply of existing homes on the market plunged to an all-time low of 3.2 months of inventory in December.

Despite these headwinds, the short-term fiscal boost from the TCJA should spur a modest acceleration of GDP growth to 2.7 percent in 2018 (adding an additional 0.1 percentage point to GDP growth) and 2.6 percent 2019 (adding 0.3 percentage points). The IRS has modified withholding schedules to reflect the two percentage point average tax rate decline, resulting in higher take-home pay. While this should lead to an upturn in consumption spending, there are reasons to believe that the impact will be restrained. To conform to Senate budget rules and hold down costs, the individual income tax cuts are scheduled to sunset at the end of 2025 – economic theory suggests that temporary windfalls are more likely to be saved. In addition, the benefits are skewed toward higher income households, which have a lower marginal propensity to consume. Furthermore, consumption expenditures have already been growing strongly – retail sales grew by 4.6 percent in 2017, accelerating for a third year, and, by most accounts, the recent holiday retail season was the strongest since the recession. Finally, the personal saving rate has been trending down from the five-year high of 6.3 percent in 2015, to a 12-year low of 2.4 percent as of December. Studies of past tax cuts, such as the payroll tax cut of 2011, estimate that about a third of the funds are spent, while the remainder is used to pay down debt or put into savings. It seems likely that this behavior will persist.

Labor markets also have upside constraints. The unemployment rate fell to 4.1 percent at the end



of December, the lowest level since the tech boom. At the same time, 2017 was the sixth consecutive year with annual employment gains in excess of two million workers; the only other episode of stronger job growth was the eight-year tech boom from 1993 through 2000. As a result, the national job market is nearly at full employment. Yet, the pace of total non-farm employment grew at a monthly average of about 170,000 jobs in 2017, down only slightly from 187,000 in 2016, despite disruptions in the fall from the tropical storms. According to the Atlanta Fed's jobs calculator, only 110,000 jobs per month are required to maintain the current unemployment rate, so the jobless rate will likely fall further. Not surprisingly, labor market conditions are constraining business hiring. Ten of the twelve regional Federal Reserve banks reported either tight labor markets or outright labor shortages in the latest Beige Book summary. In December, the National Federation of Small and Independent Business Owners reported that the percentage of firms reporting only a few or no qualified applicants hit a record high of 54 percent. Likewise, the share of firms reporting that they are unable to fill one or more positions averaged 32 percent in 2017, the highest since the survey started in 2012.

Demographic trends will further constrict labor supply with the ongoing retirement of the baby boomers putting downward pressure on the labor force participation rate. As a result, employment growth rates are projected to slowly decelerate through the forecast horizon, with two more years of jobs gains above two million, but dropping to about one million new jobs in 2020, corresponding to a 0.7 percent growth rate.

Given these factors, an ongoing question is why wage growth has not strengthened more in reaction to the tight labor markets. Average hourly earnings for all private employees grew 2.7 percent in 2017, up from 2.5 percent in the prior year and the fifth consecutive year of accelerating wage growth. Yet, this is still short of the three-plus percent pace seen in the last expansion. The Atlanta Fed's wage growth tracker, which tries to correct for composition biases in the BLS earnings survey, indicated wage growth of 3.3 percent in 2017, down from 3.5 percent in 2016. One outlier is the BLS employment cost index, which jumped to 2.5 percent growth (year-over-year) in the third quarter, up from 2.3 percent in the second and, except for the first quarter of 2015, the highest rate in nearly a decade. Looking forward, wage growth is likely to strengthen. Aside from the tight labor market, eighteen states and many municipalities are implementing new minimum wage laws in 2018.

An issue related to the missing wage growth puzzle is the subdued pace of price appreciation. The Fed's preferred measure of inflation, the annual change in the personal consumption expenditure price index (PCE), briefly jumped above the Fed's long run target of two percent in January and February 2017, the first time above the target in almost five years. However, the PCE fell back to an average of 1.6 percent over the rest of the year. Core PCE, which excludes the volatile food and energy components, started the year at 1.9 percent, and dropped steadily to a low of 1.3 percent in August, and ended the year at just 1.5 percent. The minutes from the December FOMC meeting show that the persistently sluggish price movements triggered an internal debate, leading to two dissenting votes over the December fed funds rate hike. The main challenge for the incoming Chair Jerome Powell is to balance the current lack of inflation pressure against the robust labor market and the impact of the fiscal stimulus, which risks overheating the economy. The former would argue for more accommodation while the latter would require a more hawkish response.

The Fed released its latest set of economic projections in mid-December and the median fed funds rate path implies that the Fed currently expects to tighten three times in 2018, twice in 2019, and once in 2020. Over the same period, it will attempt to shrink its \$4 trillion portfolio of Treasuries and mortgage-backed securities purchased in the wake of the financial crisis. The program, known as "balance sheet normalization," started in October and will gradually end the practice of fully reinvesting maturing securities into new bonds. Instead, \$10 billion per month in holdings will be allowed to roll off the balance sheet. This amount is scheduled to increase by \$10 billion every quarter until it hits a limit of \$50 billion per month. While nominally large, at this pace it will still take the Fed three to four years to reduce its current securities holdings by half.

Despite the start of the normalization program last year, long-term bond markets hardly budged, partly reflecting the fact that central banks exercise more control over short-term than long-term rates. In particular,

ten-year treasury yields ended 2017 at 2.4 percent, slightly below where they began the year. However, over the same period, two-year yields climbed from 1.2 to 1.9 percent, a jump of 70 basis points that roughly matched the three quarter-point fed fund rate hikes. One consequence is that the yield curve flattened considerably with the spread between the ten and two-year yields declining to 51 basis points at the end of the year—a ten-year low. Decreasing spreads are considered signs of economic weakness since negative spreads (i.e. inverted yield curves) have preceded most of the past recessions.

Since most do not see a downturn on the horizon, why longer-term rates have not responded to the clear monetary signals from the Fed is something of a puzzle.

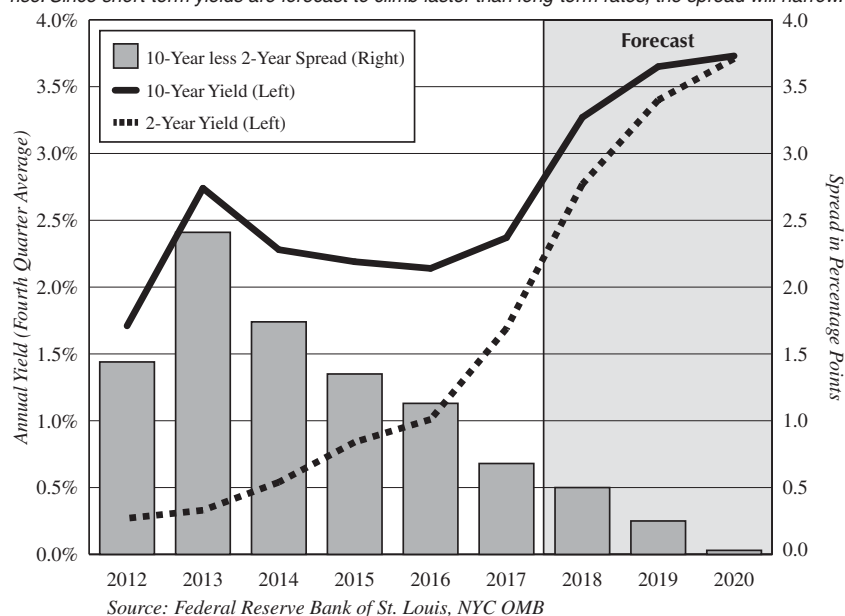
Starting in 2004, Greenspan’s Fed hiked the fed funds target by 325 bps with little long-term rate response – a situation he famously called a “conundrum.” His predecessor, Ben Bernanke, attributed the conundrum to a global savings glut in Asia and in oil producing countries, which kept demand high for long-term assets. A similar argument about strong demand for U.S. assets could be made currently but with a different impetus – global central banks have been recently pursuing accommodative monetary policies, making relatively high-yields in the U.S. appealing and suppressing upward pressure on longer-term rates. The continued lack of inflation pressure is also a factor since price instability affects the term premium – the extra yield that investors demand for the risk of making a long-term commitment. With tame inflation and corresponding low inflation expectations, the New York Fed has estimated that the term premium at the end of 2017 is actually negative, indicating that investors are expecting low inflation to persist and are willing to pay more for bonds as a hedge.

There are a number of reasons to believe that rates will head higher in the near future. The Joint Committee on Taxation (JCT) estimates the ten-year costs of the TCJA at \$1.5 trillion. Even after factoring growth effects, the JCT projects that the Treasury will need to issue \$1 trillion of new debt to make up for lost revenue. Demand for securities will be reduced by the Fed’s slow normalization process, which will restrain its purchases of securities. Furthermore, as global growth accelerates and other central banks start to tighten, international assets will become more appealing. Finally, there is some evidence that inflation expectations at the end of 2017 were starting to rise. In particular, the spread between the 10-year treasury and the inflation protected analog – the breakeven inflation rate – rose about 25 bps from November to January, breaking through two percent at the start of 2018. If this were to continue, the term premium could become positive, resulting in a jump in yields. As a result, the forecast projects that the 10-year yields will average 3 percent in 2018 and will increase further to 3.5 percent in 2019.

While fixed income markets were relatively staid, equity markets boomed in 2017 in anticipation of lighter regulatory oversight, stronger corporate profits, and the promised tax cut legislation. Over the full year, the S&P 500 and Dow Jones indices rose 19 and 25 percent, respectively, the best performances since 2013. The only pause occurred during the summer when geopolitical worries dominated the news. In particular, the CBOE

## Interest Rates

With tighter monetary policy and the fiscal stimulus from the tax cut, interest rates are projected to rise. Since short-term yields are forecast to climb faster than long-term rates, the spread will narrow.



VIX expected volatility measure reached its annual peak of 16 on August 10th, the day after President Trump's "fire and fury" comments about North Korea, which replied at the end of August with a ballistic missile launch over Japan. Not only did equity prices hesitate, growing just 0.1 percent in August, but ten-year treasury yields dropped to a yearly low of 2.05 percent at the start of September as investors shifted into safer assets in reaction to North Korea and the Federal budget deadline at the end of September. This latter issue remains a risk as Congress has been unable to produce a permanent budget deal. Instead, it has had to rely on a number of short-term spending extensions to avoid a partial government shutdown. The last time the federal government furloughed workers in 2013, equity markets remained stable, but 10-year bond yields dropped nearly 50 bps due to (counter-intuitive) safe haven purchases.

One factor that has helped boost equity prices is the rebound of corporate profits that began in the fourth quarter of 2016 and continued into 2017. Profits reported by BEA were up five percent in the first three quarters of 2017 compared to the same period a year ago. By contrast profits over the same period in 2016 dipped -5.4 percent. Third quarter results from firms in the S&P 500 were also strong. On a year-over-year basis, earnings per share grew 12.6 percent in the third quarter, albeit down from 16 percent in the second. The reduction in corporate taxes passed by Congress should eventually boost overall profits, but, paradoxically, some firms will see an initial hit as they write down the value of their tax assets and take charges for international profits, which are subject to a one-time tax.

Wall Street benefitted from the favorable market conditions. NYSE-member firms earned profits of \$5.5 billion in the third quarter 2017, bringing the year-to-date earnings to \$17.8 billion, up nearly 19 percent from 2016. One challenge to the third quarter performance was low volatility, which resulted in a 33.5 percent drop in trading revenue for Wall Street firms. Fortunately, other business lines more than offset this weakness. Due to the uncertainty over how financial firms will account for the tax law changes, the forecast assumes virtually no profits in the fourth quarter. Nevertheless, profits are projected to increase in 2018 to \$19.4 billion.

The major financial firms kept a lid on labor costs so far this year, with year-to-date compensation through the third quarter up just 1.6 percent. However, several studies have indicated that bonus growth will exceed this pedestrian pace. The annual compensation study published by Johnson Associates reports that bonuses will be 5 to 10 percent higher across the board on Wall Street, with higher gains expected in investment banking and private equity. Recent analysis released by the NY Comptroller's Office reported that the amount set aside for bonuses through the first half of the year was 3.8 percent higher than last year and noted that "this suggests bonuses could be higher than last year." Finally, the recruitment firm, the Options Group, published its projection of total compensation for U.S. financial professionals. It likewise expects investment banking and wealth management to see 10 percent hikes in pay. However, it projects that fixed income and equities traders will suffer cuts of -7 percent this year.

While the fourth quarter profits have not been released yet, Big-5 banks' fourth quarter earnings announcements are showing substantial write-downs.<sup>1</sup> For example, Citigroup took a \$22 billion charge in the fourth quarter reflecting both the lower value of its deferred-tax assets and the newly enacted, one-time charge on overseas earnings. Goldman Sachs took a charge of \$4.4 billion, while Bank of America said it would take a \$2.9 billion hit. Without these transitory provisions, underlying fundamentals remain positive. Fourth quarter pretax earnings at the investment bank units of the Big-5 totaled \$14.9 billion, down about -13 percent from a year ago. However, for the full year, earnings were up 8.8 percent, with revenue growth of 4.7 percent.

One ongoing headwind to the industry is the flattening yield curve. Since financial intermediates borrow short and lend long, tighter spreads are a drag as borrowing costs rise. So far the top commercial banks (Bank of America, Citigroup, and JPMorgan) have benefitted from the overall rate increases in 2017, which lifted net interest income by 6.5 percent, up from 1.0 percent a year ago. However, the cost of funds has been accelerating, with interest expense jumping over 35 percent, up from just 7.9 percent last year.

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<sup>1</sup> Bank of America, Citigroup, Goldman Sachs, JPMorgan Chase and Morgan Stanley.

## The New York City Economy

The New York City economy continued to expand in 2017, but there are signs that the pace has moderated. According to data from the Current Establishments Survey (CES), total employment grew by 1.7 percent in 2017 – down from two percent in 2016, and the unrivaled pace above three percent in 2015 and 2014. Average hourly earnings, however, outperformed the prior two years' pace – wages in 2017 grew 3.6 percent, well above the 0.7 and 3.1 percent pace in 2015 and 2016, respectively. Looking forward, the City's economic growth is expected to remain moderate, but like the national economy which is near full employment, the pace is expected to decelerate.

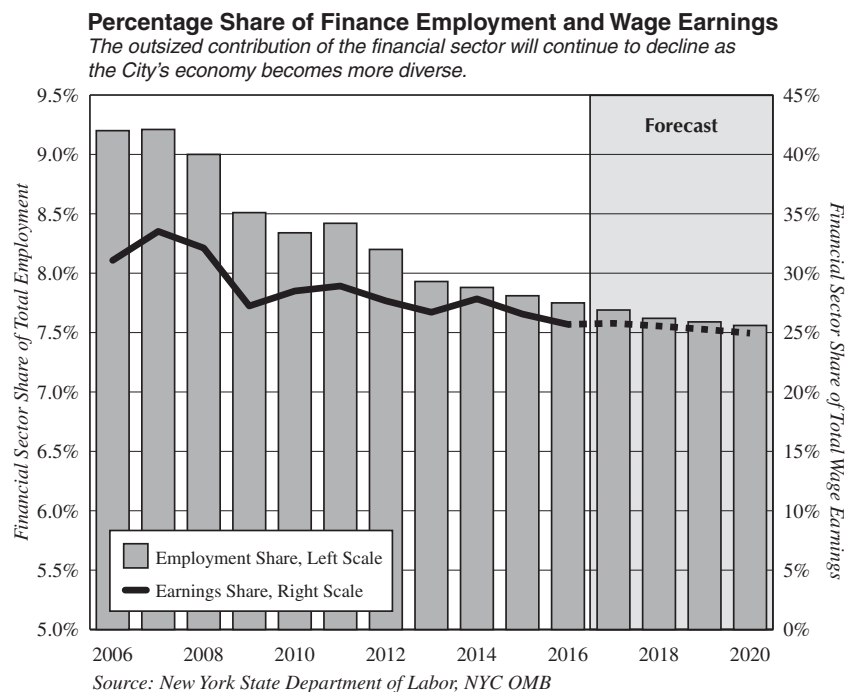
On an annual average basis, New York City registered a net gain of 72,700 jobs in 2017, below the prior year's 86,100, and the third year of decelerating job growth. The expansion has been fueled by three major sectors: education and health services, professional and business services, and leisure and hospitality. However, growth in these sectors is projected to moderate in subsequent years, restraining job creation to 55,000 in 2018. Annual job gains are expected to slow further to 50,000 and 44,000 in 2019 and 2020, respectively.

Average wages grew 4.3 percent in the first half of 2017 – the fastest pace in three years. This is attributable to three factors: a tight job market, an increase in the minimum wage from \$9 to \$11, and stronger compensation on Wall Street. With unemployment rates remaining near historic lows, competition among employers for scarce talent should bolster wage growth. NYC OMB projects that workers in the City will see 4.2 percent wage growth for the full year 2017, up from the near standstill in the prior year. Looking forward, wage growth is projected to continue at a similar pace in 2018 and 2019.

Since the start of the expansion, the City's economy has become more diverse and less reliant on the financial sector. Based on data from the Quarterly Census of Employment and Wages (QCEW), finance comprised 9.4 percent of total employment and 33.5 percent of total earnings in 2007. Less than a decade later, in 2016, its

employment and earnings share dropped to 7.9 percent and 25.7 percent, respectively. Through this period, the financial sector also shed -13,800 jobs and suffered average wage declines of -1.9 percent.

The healthcare industry, which comprised 16.1 percent of total employment in 2016, has been buoyed by an aging population and a higher number of insured. According to data from the American Community Survey (ACS), the percentage of the population covered by health insurance increased from 85.6 percent in 2008 to 92.2 percent in 2016. Through the same period, the percentage of the total City population aged 55 and up grew from 22.8 percent to 25.2 percent. Accordingly, healthcare employment grew by 117,000 jobs (averaging 14,600 jobs



per year) while average wages grew by 6.3 percent to \$48,900. However, looking forward, the repeal of the Affordable Care Act's (ACA) individual mandate and halt of subsidy payments to health insurance companies for low-income members may temper growth in the healthcare sector. Considering these concerns, NYC OMB projects slower growth of 11,000 in 2018 and 9,000 in 2019.

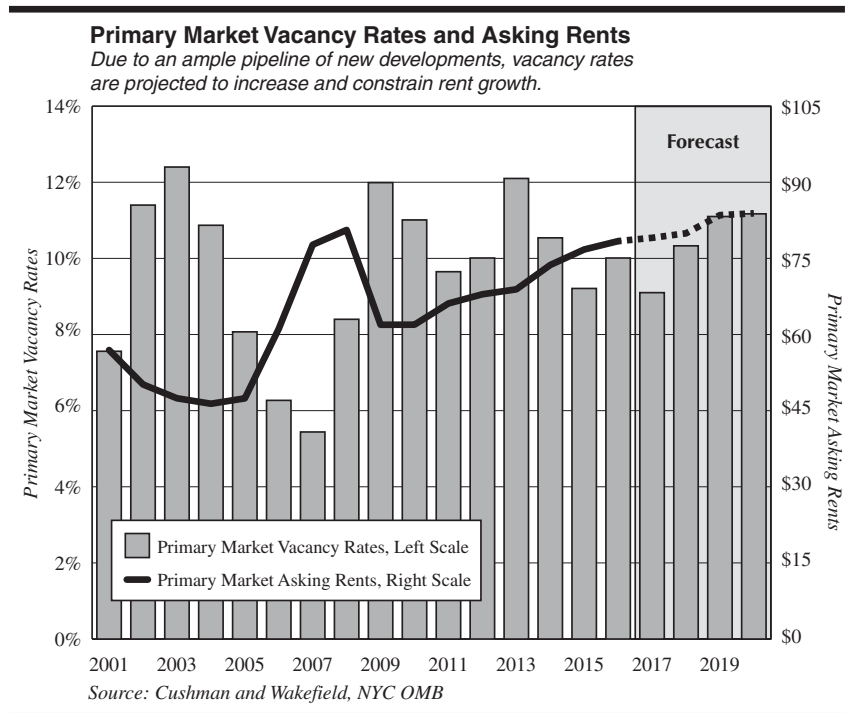
Professional services, the engine of office-using employment, accounted for more than 16 percent of all City employment and almost 21 percent of earnings in 2016. From 2007 to 2016, it grew by 112,400 jobs (12,500 per year) and registered wage growth of 17.2 percent to \$109,400. After adding approximately 20,000 positions in 2017, NYC OMB projects that this sector will add 14,000 jobs in 2018 and 15,000 in 2019.

The leisure and hospitality industry, which include jobs in restaurants, arts, sports, and cultural institutions, continues to be a major source of employment for New Yorkers due to the City's position as one of the country's primary tourist destinations. In 2016, it accounted for 10.4% of total jobs and 4.9% of earnings. From 2007 to 2016, the sector added 140,400 jobs (15,600 per year), with gains concentrated in the accommodation & food services industries. Tourism activity is expected to remain high, but growth in international visitors may slow in the face of the challenging environment created by the current administration.

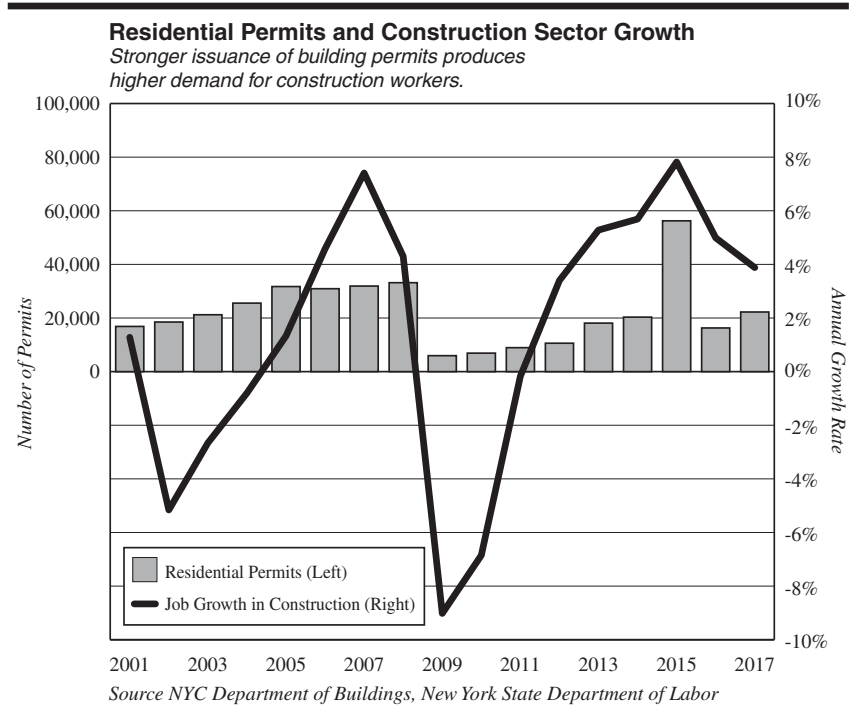
NYC & Co – the City's tourism marketing agency – estimates that international visitors decreased by 100,000 in 2017, a smaller amount than the 300,000 predicted earlier in the year. However, the number of arrivals at the City's major airports has remained robust, suggesting that the projected slowdown may not be as severe as forecast. Port Authority traffic reports indicate international

arrivals totaled 43.8 million through November, outpacing activity in the same period in 2016 and 2015 by 1.9 million and 3.8 million, respectively. Similarly, domestic arrivals through the first eleven months were also higher than in the prior two years, consistent with NYC & Co's forecasted increase in domestic visitors to 49.2 million. Overall, the outlook on tourist activity remains positive, as NYC & Co forecasts a total of 61.8 million visitors in 2017, followed by 63.6 million in 2018 and 65.3 million in 2019.

These optimistic projections on tourism have been aided by downwards pressure on hotel rates and the weakening of the dollar. As of October 2017, inventory and room nights sold on a seasonally-adjusted basis (SA) surged to new record highs. Meanwhile, room rates declined to \$273, the lowest level since the prior year, suggesting that growth in supply is outpacing that of demand. NYC & Co forecasts that room rates will remain subdued and, thus, attract additional visitors. This will, in turn, sustain employment growth in the leisure and hospitality industry.



Although the securities sector is still about 10,000 jobs below the prior peak, the more broadly defined financial activities industry in 2017 finally surpassed the highest point set at the end of the housing boom and continues to be a major source of employment and wage earnings. In 2017, the sector, which includes finance, insurance and real estate, registered a net gain of 6,700 jobs, slightly higher than 6,500 in the prior year, but well below the 11,700 and 10,100 positions added in 2014 and 2015, respectively. NYC OMB expects employment growth in this sector to moderate but continue to add about three thousand jobs per year over the next three years.



Several other industries are also showing strength in recent data. For example, construction positions accounted for over 7.8 percent of all new jobs in 2017, adding 5,700 positions in 2017. This was far above historical average gains of 1,400 per year since 1991. Newly permitted residential units reached 22,242 in 2017 compared to 16,287 in the prior year, due to the reinstatement of the 421-a tax exemption, under the name of “Affordable New York Housing Program.” Since the end of the recession, the only other year to exceed this amount was in 2015, when developers rushed to apply for permits in anticipation of the expiration of the tax program.

A number of industries contracted in 2017. In particular, retail trade employment suffered as online competitors crowded out brick and mortar stores, a phenomenon that is occurring both locally and nationally. Retail shed 2,800 jobs, following a comparable decline of 3,000 in the prior year. However, with consumer confidence indices near all-time highs and growing income, consumption will likely strengthen. Thus, NYC OMB projects that retail trade should rebound, adding 3,000 jobs in 2018 and 4,000 in 2019.

Another industry that underperformed in 2017 was the information sector. Through 2017, information shed about 1,400 jobs, the first negative year since the recession. While information is one of the three components of office-using employment along with financial activities and professional and business services, these latter sectors more than offset the losses. As a result, total office-using employment grew 25,500, driven by gains in professional services (20,200) and financial activities (6,700), down from the 33,600 jobs added in 2016.

With slower office-using employment growth and a full pipeline of new developments, commercial real estate is shifting towards a tenants’ market. Reports from Cushman and Wakefield indicate primary market asking rents grew only 0.8 percent at the end of 2017 – the softest since 2010 – as supply growth outpaces demand. Leasing activity totaled 30.5 million square feet (msf) in 2017, up 16 percent from the prior year. This activity was driven by Midtown, which accounted for 19.7 msf of leasing, up 10.4 percent from the prior year. Downtown ended the year with 5.8 msf, 63.6 percent higher than in 2016 due to large additions to the downtown inventory, convenient transportation links, relatively low asking rents, and high availabilities. With many new office developments in progress in Queens and Brooklyn, the outer boroughs will also start to absorb a greater

share of office workers in the near future. It is projected that rents will grow 1.1 percent in 2018 and strengthen to 4.5 percent in 2019.

Annual net absorption, the change in occupied office space, rebounded to 3.5 msf in 2017 (more than double the historical average of 1.2 msf per year since 1995), pushing the total occupied space to 363.7 msf, the highest since the peak set during the housing boom. This exceeded the 1.6 msf increase in 2015 but was weaker than the 7.6 msf recorded in 2014.

Looking forward, rent appreciation should soften, stimulating further leasing activity. New developments entering the inventory will ultimately spur further competition among landlords, constraining rents. There is an estimated 15.7 msf in the pipeline, including large projects such as 1 Vanderbilt, 3 WTC, and 30 Hudson Yards. As the influx of new supply reaches market, it will require time to be matched with new tenants, pushing up vacancy rates during the adjustment. The forecast projects that vacancy rates will peak in 2020, which will correspond to the weakest asking rent appreciation.

The residential real estate market also advanced in 2017, but at a weaker pace than the prior year. Through the first three quarters of 2017, transactions climbed 1.6 percent— weaker than the 2.2 percent in 2016. The deceleration was primarily due to the lagging growth of one-family homes (1.3 percent in 2017 vs. 6.7 percent in 2016). Meanwhile, co-ops sales declined by -5.5 percent, worsening by nearly one percentage point from the prior year. On the bright side, condo sales grew by 10.1 percent, outperforming the prior year's 2.4 percent. Looking forward, sales volume is projected to grow 7.4 percent in 2018, only to cool to less than a percentage point in 2019.

Average prices through the same period moderated to 4.8 percent (year-over-year) from the prior year's 8.1 percent. This was entirely due to a -1.6 percent decline in condo prices – a notable reversal from the prior year's 19.5 percent surge. Conversely, growth in co-op prices rebounded to a 3.7 percent increase from a -2.9 percent decline through the prior year. Meanwhile, prices of one family homes accelerated to 7.9 percent. NYC OMB projects average price growth will slow to three percent in 2018, and flatten thereafter.

### **Risks to the Forecast**

Domestic policy uncertainty continues to present a significant risk to the forecast. While the passage of the Tax Cut and Jobs Act fulfills one of President Trump's major campaign promises, the legislation relies on borrowing to finance the cuts and will require \$1 trillion or more in new debt over the next 10 years, putting upward pressure on interest rates. In addition, the uneven tax treatment – with residents in high tax states suffering a disproportionate burden – has created concern in housing markets and local labor markets. Moreover, the inability of Congress to secure a budget deal and the resulting patchwork of continuing resolutions has sustained a continuous threat of a government shutdown since the start of the federal fiscal year. Additionally, the administration's contentious position on trade continues to strain the U.S. relationships with major trading partners. Monetary policy is also adding to uncertainty. The Fed will have to proceed carefully with rate hikes and balance sheet reduction in order to avoid surprises that might spook financial markets. Finally, geopolitical conflicts, particularly with North Korea and in the Middle East, continue to be ongoing threats to future growth.



### New York City Job Growth Forecast

| NYC Employment (Thousands)       | Actual        | Forecast      |                      |                      |
|----------------------------------|---------------|---------------|----------------------|----------------------|
|                                  | 2017<br>Level | 2017<br>Level | 2018<br>Level Change | 2019<br>Level Change |
| <b>Total</b>                     | <b>4,414</b>  | <b>4,403</b>  | <b>55</b>            | <b>50</b>            |
| Private                          | 3,860         | 3,849         | 55                   | 50                   |
| Financial Activities             | 472           | 472           | 3                    | 3                    |
| Securities                       | 179           | 179           | 1                    | 2                    |
| Professional & Business Services | 744           | 742           | 14                   | 15                   |
| Information                      | 191           | 192           | 1                    | 2                    |
| Education                        | 253           | 253           | 5                    | 3                    |
| Health & Social Services         | 711           | 704           | 11                   | 9                    |
| Leisure & Hospitality            | 448           | 449           | 9                    | 7                    |
| Wholesale & Retail Trade         | 488           | 487           | 5                    | 4                    |
| Transportation & Utilities       | 136           | 135           | 1                    | 1                    |
| Construction                     | 152           | 151           | 3                    | 3                    |
| Manufacturing                    | 74            | 74            | —                    | 1                    |
| Other Services                   | 191           | 191           | 3                    | 3                    |
| Government                       | 554           | 554           | —                    | —                    |

Source: NYC OMB

Note: Totals may not add up due to rounding. Forecast of 2017 levels made prior to full-year 2017 data release.

**Financial Plan Fiscal Year 2019**  
Forecasts of Selected Economic Indicators for the United States and New York City  
Calendar Year 2017-2022

|   | 2017     | 2018     | 2019     | 2020     | 2021     | 2022     | 1979-2016* |
|---|----------|----------|----------|----------|----------|----------|------------|
| <b>NATIONAL ECONOMY</b>                 |          |          |          |          |          |          |            |
| Real GDP                                |          |          |          |          |          |          |            |
| Billions of 2009 Dollars.....           | \$17,092 | \$17,547 | \$17,995 | \$18,363 | \$18,698 | \$19,066 |            |
| Percent Change .....                    | 2.2      | 2.7      | 2.6      | 2.0      | 1.8      | 2.0      | 2.6%       |
| Non-Agricultural Employment             |          |          |          |          |          |          |            |
| Millions of Jobs.....                   | 146.5    | 148.8    | 151.0    | 152.1    | 152.4    | 153.1    |            |
| Level Change.....                       | 2.1      | 2.3      | 2.3      | 1.0      | 0.4      | 0.7      |            |
| Percent Change.....                     | 1.5      | 1.6      | 1.5      | 0.7      | 0.3      | 0.4      | 1.3%       |
| Consumer Price Index                    |          |          |          |          |          |          |            |
| All Urban (1982-84=100).....            | 245.1    | 249.2    | 254.1    | 261.3    | 268.1    | 274.5    |            |
| Percent Change .....                    | 2.1      | 1.7      | 1.9      | 2.8      | 2.6      | 2.4      | 3.3%       |
| Wage Rate                               |          |          |          |          |          |          |            |
| Dollars Per Year.....                   | 56,937   | 58,546   | 60,816   | 63,338   | 65,936   | 68,538   |            |
| Percent Change.....                     | 1.6      | 2.8      | 3.9      | 4.1      | 4.1      | 3.9      | 3.8%       |
| Personal Income                         |          |          |          |          |          |          |            |
| Billions of Dollars.....                | 16,416   | 17,133   | 18,031   | 18,934   | 19,796   | 20,663   |            |
| Percent Change.....                     | 3.1      | 4.4      | 5.2      | 5.0      | 4.6      | 4.4      | 5.7%       |
| Before-Tax Corporate Profits            |          |          |          |          |          |          |            |
| Billions of Dollars.....                | 2,309    | 2,403    | 2,495    | 2,500    | 2,553    | 2,648    |            |
| Percent Change.....                     | 7.0      | 4.1      | 3.8      | 0.2      | 2.1      | 3.7      | 5.5%       |
| Unemployment Rate                       |          |          |          |          |          |          |            |
| Percent .....                           | 4.4      | 3.9      | 3.7      | 3.8      | 4.1      | 4.3      | 6.4% avg   |
| 10-Year Treasury Note                   |          |          |          |          |          |          |            |
| Percent.....                            | 2.3      | 3.0      | 3.5      | 3.7      | 3.7      | 3.7      | 6.4% avg   |
| Federal Funds Rate                      |          |          |          |          |          |          |            |
| Percent.....                            | 1.0      | 1.8      | 2.5      | 3.1      | 3.4      | 3.4      | 5.1% avg   |
| <b>NEW YORK CITY ECONOMY</b>            |          |          |          |          |          |          |            |
| Real Gross City Product**               |          |          |          |          |          |          |            |
| Billions of 2009 Dollars.....           | \$788.1  | \$814.3  | \$831.9  | \$846.8  | \$860.7  | \$873.5  |            |
| Percent Change.....                     | 5.0      | 3.3      | 2.2      | 1.8      | 1.6      | 1.5      | 2.6%       |
| Non-Agricultural Employment***          |          |          |          |          |          |          |            |
| Thousands of Jobs.....                  | 4,403    | 4,458    | 4,508    | 4,552    | 4,586    | 4,618    |            |
| Level Change.....                       | 61.8     | 55.3     | 49.7     | 44.3     | 34.2     | 31.3     |            |
| Percent Change .....                    | 1.4      | 1.3      | 1.1      | 1.0      | 0.8      | 0.7      | 0.8%       |
| Consumer Price Index                    |          |          |          |          |          |          |            |
| All Urban (1982-84=100).....            | 268.7    | 273.2    | 278.7    | 286.4    | 293.7    | 300.7    |            |
| Percent Change.....                     | 2.0      | 1.7      | 2.0      | 2.8      | 2.6      | 2.4      | 3.5%       |
| Wage Rate                               |          |          |          |          |          |          |            |
| Dollars Per Year.....                   | 89,620   | 93,294   | 97,058   | 100,607  | 104,057  | 107,423  |            |
| Percent Change.....                     | 4.2      | 4.1      | 4.0      | 3.7      | 3.4      | 3.2      | 4.7%       |
| Personal Income                         |          |          |          |          |          |          |            |
| Billions of Dollars.....                | 568.2    | 593.1    | 617.8    | 643.5    | 669.0    | 694.3    |            |
| Percent Change.....                     | 3.8      | 4.4      | 4.2      | 4.2      | 4.0      | 3.8      | 5.6%       |
| <b>NEW YORK CITY REAL ESTATE MARKET</b> |          |          |          |          |          |          |            |
| Manhattan Primary Office Market         |          |          |          |          |          |          |            |
| Asking Rental Rate****                  |          |          |          |          |          |          |            |
| Dollars per Square Feet.....            | \$79.05  | \$79.94  | \$83.52  | \$83.88  | \$85.65  | \$87.14  |            |
| Percent Change.....                     | 0.8      | 1.1      | 4.5      | 0.4      | 2.1      | 1.7      | 2.5%       |
| Vacancy Rate****                        |          |          |          |          |          |          |            |
| Percent.....                            | 9.1      | 10.3     | 11.1     | 11.2     | 10.7     | 11.2     | 10.6% avg  |

\* Compound annual growth rates for 1979-2016. Compound growth rate for Real Gross City Product covers the period 1980-2016.

\*\* GCP estimated by OMB.

\*\*\* Employment levels are annual averages.

\*\*\*\* Office market statistics are based on 1985-2016 data published by Cushman & Wakefield.

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

### Real Property Tax

Real property tax revenue is forecast at \$26.080 billion in 2018, growth of 6.6 percent over the prior year. In 2019, real property tax revenue is forecast at \$27.674 billion, growth of 6.1 percent.

Citywide total market value grew by 9.4 percent from the 2018 final roll to the 2019 tentative roll. The market value growth is driven by a 10.7 percent increase in overall Class 2 (rental apartments, condominiums and cooperatives) properties. Large Class 2 (more than 10 units) properties saw an increase of 10.0 percent, while small Class 2 (10 units or less) properties saw growth of 13.0 percent. Class 1 (one-to three-family homes) properties saw an increase of 10.4 percent in their market value. Class 4 (office and commercial space) properties saw market value growth of 7.4 percent as well. Class 3 (utilities) properties saw a slight market value increase of 0.4 percent.

Citywide, total billable assessed value on the 2019 tentative roll (after accounting for the STAR exemption) increased by \$18.8 billion over 2018 to \$244.3 billion, growth of 8.4 percent. The 2019 tentative roll is expected to be reduced by \$4.0 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 STAR exemption) is forecast to grow 6.4 percent.

On the 2019 tentative roll, Class 1 billable assessed value (based on the comparable sales price valuation methodology) increased 4.1 percent over the prior year (after accounting for the STAR exemption). With an estimated tentative-to-final roll reduction of \$60 million, billable assessed value on the final roll (before accounting for the STAR exemption) is expected to grow 2.7 percent, slightly lower than last year's growth of 5.1 percent. The decline in growth reflects the recently enacted tax program that expanded the benefits to Senior Citizen homeowners, Disabled homeowners and Veteran homeowners. Class 1 billable assessed value is forecast to grow at an annual average of 3.3 percent from 2020 through 2022.

On the 2019 tentative roll, Class 2 properties saw billable assessed value growth of 11.5 percent (after accounting for the STAR exemption). With an estimated tentative-to-final roll reduction of \$1.5 billion, billable assessed value growth on the final roll (before accounting for the STAR exemption) is expected to be 9.4 percent, similar to than last year's growth. Class 2 billable assessed value growth is forecast at an annual average of 5.2 percent from 2020 through 2022.

Class 3 (utilities) properties saw billable assessed value growth of 0.4 percent on the 2019 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 growth on the final roll is expected to be 0.4 percent over last year. Class 3 billable assessed value growth is forecast at an annual average of 1.0 percent from 2020 through 2022.

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 STAR exemption) of 7.9 percent on the 2019 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 STAR exemption) is expected to be 5.7 percent, lower than last year's growth of 7.1 percent. Class 4 billable assessed value is forecast to grow at an annual average of 4.5 percent from 2020 through 2022.

Property tax collections are expected to grow at an annual average of 3.5 percent from 2020 through 2022.

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<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 \$848.0 million in 2018, growth of 3.9 percent over the prior year. Market conditions are expected to remain strong in calendar year 2018 with increased occupancy and growth in both Midtown and Downtown primary market asking rents.

In 2019, the commercial rent tax is forecast at \$852.0 million, growth of 0.5 percent. The decline in growth reflects the impact of a recently enacted tax program in December 2017 that increased the base rent exemption threshold from \$250,000 to \$500,000 for tenants with annual income less than \$5 million effective July 1, 2018. For tenants with an income greater than \$5 million but less than \$10 million, the threshold increase will be reduced by an “income factor”. The income factor is 1.0 for tenants with total income not more than \$5 million and declines as the income goes up. Tenants with income over \$10 million would be ineligible for the new increased threshold. Adjusting for this tax program the growth rate in 2019 is 4.8 percent. This reflects stable demand generated by continued growth in office-using employment. Asking rents are expected to grow modestly from 2020 through 2022 while the vacancy rate is forecast to remain stable. As a result, commercial rent tax revenue is projected to grow at an annual average of 3.4 percent from 2020 through 2022.

## **Transaction Taxes**

Real property transfer tax (RPTT) revenue is forecasted to be \$1.39 billion in 2018, a decline of 1.2 percent from the prior year. RPTT collections through December declined 10.5 percent from the same period last year. This reflects the continuing decline of RPTT revenue from its all-time high of \$1.78 billion in 2016. RPTT revenue is forecast to increase 5.1 percent in 2019 and then average 1.7 percent growth from 2020 through 2022.

Residential RPTT revenue is forecasted to be \$814 million in 2018, an increase of 5.4 percent from the prior year. Residential RPTT collections through December increased 6.6 percent from the same period last year. This reflects a continuation of stable revenue growth seen over the past three years. Residential RPTT revenue is forecasted to increase 8.7 percent in 2019 and then average 2.3 percent growth through 2022. Also reflected in this forecast is an expected softening of the high end residential market as a number of high end condos are expected to come onto the market this year, adversely impacting prices.

Commercial RPTT revenue is forecasted to be \$585 million in 2018, a decrease of 9.0 percent from the prior year, following a 39 percent decline in 2017. Commercial RPTT collections through December declined 28 percent from the same period last year because of a drop in large transactions (those greater than \$100 million). This reflects the continuing decline of commercial RPTT revenue from the all-time high of \$1.1 billion in 2015. However, it is anticipated that commercial RPTT rebounds in the second half of 2018 as activity accelerates following the passage of the Tax Cuts and Jobs Act. Commercial RPTT revenue is forecast to remain flat in 2019 and average a 0.8 percent growth from 2020 through 2022.

Revenue from the mortgage recording tax (MRT) is forecasted to be \$966 million in 2018, a decrease of 13.6 percent from 2017. MRT collections through December declined 6.5 percent from the same period last year. Total MRT revenue is forecasted to decrease 3.9 percent in 2019 and then average 1.6 percent growth through 2022. MRT revenue is forecasted from RPTT revenue using estimated MRT/RPTT ratios for residential and commercial. This ratio represents the percentage of RPTT transactions that will be mortgage-financed.

Residential MRT revenue is forecasted to be \$456 million in 2018, an increase of 3.1 percent from 2017. Residential MRT collections through December increased 2.9 percent from the same period last year. This is a continuation of a stable trend in residential MRT growth seen over the past several years. Residential MRT is forecasted to increase 8.7 percent in 2019 and then average 2.4 percent growth from 2020 through 2022.

Commercial MRT revenue is forecasted to be \$510 million in 2018, a 25 percent decrease from 2017. Commercial MRT revenue through December decreased 12.3 percent from the same period last year. This

represents the more volatile swings in commercial MRT revenue. Commercial MRT revenue, like RPTT, is linked to higher end commercial mortgages, which are more difficult to predict. Commercial MRT is forecasted to decrease 15 percent in 2019 and then average a 0.8 percent growth from 2020 through 2022.

## **Personal Income Tax**

Personal income tax revenue is forecast at \$11.857 billion in 2018, an increase of 7.2 percent from 2017. This strong growth is mainly a result of two changes to the STAR tax program that increased withholding rates and lowered refund amounts. Absent these tax changes, PIT projected growth in 2018 is 2.4 percent.

Withholding collections in 2018 are forecast to grow 11.1 percent over the prior year after an increase of 5.4 percent in 2017. This growth is driven largely by the elimination of the STAR rate cut which resulted in increased withholding rates, particularly in July through December of 2017 when withholding rates were set to collect the STAR increase for the entire year in just six months. The higher withholding rates are permanent but will not result in higher City revenues because a corresponding payment from New York State is now eliminated. Outside of this tax change, withholding is expected to grow as total wages are projected to increase by 5.1 percent in 2018, as the City is projected to have added 62,000 jobs and average wages grew by 4.2% in calendar year 2017. For the December through March bonus period withholding collections are forecast to increase 8.6 percent reflecting 6.8 percent growth in private sector bonuses. Withholding collections are forecast to increase 10.4% in the fourth quarter of 2018, reflecting the STAR tax program change described above as well as growth in wage earnings.

Estimated payments are expected to increase by 16.6 percent in 2018. A sudden surge in installment payments in December came in the wake of Federal tax changes which encouraged New Yorkers to increase their state and local tax payments for liability year 2017. This increase in installment payments largely represents a shift forward in the timing of the payments rather than an increase in liability. However, the forecast includes strength in the underlying economy from rising equity markets and business income, lifting non-wage income in liability year 2017 with capital gains projected to increase 10.7 percent in liability year 2017.

Settlement payments (net of final returns, refunds, extensions and City/State offsets) are forecast to decrease, offsetting the large increase in installment payments. Extension payments are expected to drop substantially as taxpayers who shifted tax payments to December will no longer need to make such large extension payments. For similar reasons, final payments, offsets, and refunds will also contribute to low spring payments.

Personal income tax revenue in 2019 is forecast to grow 2.8 percent. Withholding collections are forecast to grow 4.2 percent, as job growth is expected to continue throughout 2018 and the wage rate is forecast to increase 5.6 percent.<sup>2</sup> Non-wage income is expected to increase in tax year 2018, as capital gains tick upward.

In the out-years, continued growth in employment and wage rates leads to personal income tax growth averaging 4.0 percent from 2020 through 2022.

## **Business Income Taxes**

Business income tax revenues (business corporation<sup>3</sup> and unincorporated business tax) are forecast at \$5.532 billion in 2018, an increase of 1.5 percent over the prior year. In 2019, business income tax revenues are forecast to be \$5.979 billion, growth of 8.1 percent.

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<sup>2</sup> *Withholding growth in the first half of Fiscal Year 2019 will be artificial low because New York State doubled withholding rates for the first half of fiscal year 2018 to account for the States elimination of the STAR rate cut.*

<sup>3</sup> *Business corporation tax revenues include revenues from the new corporate tax as well as S corporations. The new corporate tax does not apply to any corporation that is an S corporation. S corporations continue to be subject to tax under the general corporation tax and the banking corporation tax.*

Major changes in State law merged the general corporation and banking corporation taxes for corporations into the business corporation tax effective tax year 2015.<sup>4</sup> This results in nearly all general corporation and banking corporation tax payments beginning in fiscal year 2016 and thereafter being reported as business corporation tax payments.

Business corporation tax revenue in 2018 is forecast to decline 1.0 percent from the prior year to \$3.410 billion. Gross collections year-to-date through December declined 11.0 percent from the prior year. The decline in corporate tax collections likely stems from several factors. Both the federal and state corporate tax collections have been lower than expected, possibly reflecting a weakness in taxable corporate profits. In addition, it is estimated that many firms overpaid their 2015 NYC tax returns due to uncertainty related to corporate tax reform and therefore remaining tax payments on account may be reducing current payments. The City has seen weak finance tax payments for the current fiscal year, despite high levels of Wall Street profitability, and only moderate growth in non-finance sector tax payments. Tax payments are expected to rebound for the remainder of the fiscal year reflecting payments on finalized prior year liabilities and the first tax payments on tax year 2018 estimated liabilities.

In 2019, business corporation tax revenue is forecast to exhibit 8.9 growth, supported by an increase in corporate profits and high levels of Wall Street profitability. Business corporation tax revenues are forecast to average growth of 0.5 percent annually from 2020 through 2022.

Unincorporated business tax revenue is forecast to grow 5.8 percent in 2018 to \$2.122 billion following the 1.7 percent decline in growth seen the prior year. Unincorporated business tax net revenue has increased over 20 percent year-to-date through December, which likely reflects a shift forward of January 2018 estimated payments for tax year 2017 into December 2017. Finance sector payments are expected to continue to grow for the sixth consecutive year following the Great Recession, supported by the financial market's performance. However, recently released reports indicate that New York City-based hedge funds have experienced turbulence evidenced by a reduction of their assets under management. The developing situation is a drag on finance sector tax payments and might have been a contributing factor for the increased level of refunds paid out in 2017 and 2018. Non-finance sector tax payments, led by ongoing expansion of the private service sector, including professional and business services, education and healthcare services, leisure and hospitality, as well as accommodation and food services are expected to reach another all-time high level. The level of refunds paid out in last two years has grown significantly, as a result of firms adjusting their tax liabilities and consequently reducing overpayments on account. Refunds are forecast to remain above trend level for the second half of 2018. In 2019, unincorporated business tax revenue is forecast to grow 6.7 percent, reflecting continuing growth for both the finance and non-finance sectors.

Unincorporated business tax revenues are forecast to increase an average of 3.7 percent per year from 2020 through 2022.

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<sup>4</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 aligned the NYC corporate tax structure to the State's corporate tax structure with revisions to ensure that the effects of corporate tax reform on NYC are revenue neutral. These changes were signed into law by the Governor on April 13, 2015 as Part D of Chapter 60 of the Laws of 2015 and are effective for tax years beginning on or after January 1, 2015.

## Sales Tax

Sales tax revenue is forecast at \$7.340 billion in 2018, growth of 4.6 percent over the previous year, including the STAR C reduction.<sup>5</sup> The forecast for 2018 reflects record levels of consumer confidence, reaching a 17 year high in November, continually low unemployment, and a stable local economy.

Year-to-date sales tax collections through December grew a strong 5.3 percent over the previous year including STAR C reductions. The strong growth is due to unusually high assessment payments in the fiscal year second quarter, and to a healthy holiday shopping season. Excluding the assessment payments, base sales tax growth through December was approximately 4.3 percent.

Holiday shopping started off strong this season during Black Friday and Cyber Monday as online sales continue to surge, especially shopping on mobile devices. Cyber Monday 2017 became the largest online shopping day in US history. Even brick and mortar stores were experiencing marginally more purchases than last year, though in-store traffic continues to decline. Mobile traffic was up significantly, as more people were shopping online with their phones during the holiday weekend than ever before, which may have helped increase sales.<sup>6</sup> Despite store closings, reports indicate that holiday retail sales through Christmas Eve have seen the largest growth since 2011, supporting the strong performance seen in the second quarter.

The forecast assumes growth throughout the remainder of the fiscal year as consumer spending grows moderately, consumer confidence remains strong, and unemployment continues to be low. NYC tourism and visitor spending remains at healthy levels though with limited anticipated growth as global economic and geopolitical concerns linger.

In 2019, sales tax revenue is forecast at \$7.906 billion, growth of 7.7 percent excluding the STAR C reduction. Sales tax revenue growth is forecast to average 3.3 percent annually from 2020 through 2022.

## Hotel Tax

Hotel tax revenue is forecast at \$589.0 million in 2018, 1.7 percent growth over the prior year. Year-to-date hotel tax collections through December have declined 3.2 percent from the prior year.<sup>7</sup> Despite concerns of a visitor slowdown, tourism activity remained healthy for the first half of the fiscal year. Through November, occupancy rates averaged over 90 percent, nearly flat compared to the prior year, and on par with the past few years, while room rates averaged \$332, also nearly flat compared to last year. At the same time, there are approximately 4,500 more rooms available over the prior year. The forecast assumes a moderate increase in collections throughout the remainder of the fiscal year, reflecting room rates and occupancy maintaining current trends with a continuing increase in hotel room inventory. Hotel tax collections are expected to be essentially flat in 2019, and average 1.6 percent growth from 2020 through 2022.

## Utility Tax

Utility tax revenue is forecast at \$381.0 million in 2018, growth of 2.8 percent over the prior year. Utility tax collections through December decreased 3.3 percent from the prior year, mostly reflecting a slight decrease in demand, as the number of cooling degree days in the first part of the fiscal year declined from the same period

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<sup>5</sup> *The 2016-17 NYS Enacted Budget legislation enables New York State to reduce 2018 collections by \$200 million in order to recoup the savings New York City achieved through refinancing Sales Tax Assets Receivable Corporation (STAR C) bonds. In 2016, 2017 and 2018 collections were reduced \$50 million, \$200 million and \$200 million respectively, due to the repayments of the STAR C bonds. Without the STAR C Reduction growth is 4.5 percent.*

<sup>6</sup> *“Black Friday Weekend And Cyber Week: Roundup Of Results” Forbes November 30, 2017*

<sup>7</sup> *It appears a December payment slipped into January. Adjusted for this payment hotel collections year to date growth would be 1.0 percent.*

the prior year.<sup>8</sup> Collections for the second half of the fiscal year are forecast to rise more than six percent over the prior year, reflecting significant price inflation for both electricity and natural gas. In addition, severely cold temperatures, and correspondingly high heating degree days, in late December/early January contribute to the bullish forecast for the second half of the fiscal year. Utility tax revenue is forecast to average growth of 2.8 percent annually from 2019 through 2022.

### **Cigarette Tax**

Cigarette tax revenue is forecast at \$36 million in 2018, a decline of 2.1 percent from the prior year. In 2019, cigarette tax revenue is forecast to decline to \$35 million. From 2020 through 2022, cigarette tax collections are projected to average a decrease of 2.9 percent. This reflects the long-term trend of decline in the number of packs sold resulting from cessation of smoking and substitution towards other products.

### **Other Taxes**

All other taxes revenue are forecast at \$778.9 million in 2018, an increase of 19.1 percent over the prior year. All other taxes are forecast at \$749.8 million in 2019, a decline of 3.7 percent and remain flat from 2020 through 2022.

### **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 2018 is forecast at \$1,299 million. Audit revenue is forecast at \$1,055.9 million in 2019 and \$720.9 million from 2020 through 2022.

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<sup>8</sup> *Cooling days are the number of degrees that a day's average temperature is above 65 degrees Fahrenheit and people start to use air conditioning to cool their buildings. Conversely, heating degree days are the number of degrees that a day's average temperature is below 65 degrees Fahrenheit, the temperature below which buildings need to be heated.*



## Tax Revenue Forecast

(\$ in Millions)

|                                   | <i>Fiscal Year</i> |                 |                 |                 |                 |
|-----------------------------------|--------------------|-----------------|-----------------|-----------------|-----------------|
|                                   | 2018               | 2019            | 2020            | 2021            | 2022            |
| <b>Real Estate-Related Taxes:</b> |                    |                 |                 |                 |                 |
| Real Property                     | \$26,080           | \$27,674        | \$29,154        | \$30,438        | \$30,721        |
| Real Property Transfer            | 1,398              | 1,469           | 1,488           | 1,511           | 1,547           |
| Mortgage Recording                | 966                | 928             | 943             | 954             | 974             |
| Commercial Rent                   | 848                | 852             | 875             | 905             | 942             |
| <b>Income-Based Taxes:</b>        |                    |                 |                 |                 |                 |
| Personal Income                   | 11,857             | 12,184          | 12,756          | 13,270          | 13,706          |
| General Corporation               | 3,410              | 3,714           | 3,719           | 3,736           | 3,767           |
| Banking Corporation               | —                  | —               | —               | —               | —               |
| Unincorporated Business           | 2,122              | 2,265           | 2,380           | 2,490           | 2,523           |
| <b>Consumption and Use Taxes:</b> |                    |                 |                 |                 |                 |
| Sales and Use                     | 7,340              | 7,906           | 8,227           | 8,577           | 8,712           |
| Utility                           | 381                | 390             | 399             | 412             | 424             |
| Hotel                             | 589                | 591             | 595             | 605             | 620             |
| Cigarette                         | 36                 | 35              | 34              | 33              | 32              |
| All Other                         | 779                | 750             | 750             | 750             | 756             |
| <b>Subtotal</b>                   | <b>\$55,806</b>    | <b>\$58,758</b> | <b>\$61,320</b> | <b>\$63,681</b> | <b>\$64,724</b> |
| Tax Audit Revenue                 | 1,299              | 1,056           | 721             | 721             | 721             |
| <b>Total</b>                      | <b>\$57,105</b>    | <b>\$59,814</b> | <b>\$62,041</b> | <b>\$64,402</b> | <b>\$65,445</b> |
| STAR Aid                          | 189                | 185             | 182             | 180             | 178             |
| <b>Total*</b>                     | <b>\$57,294</b>    | <b>\$59,999</b> | <b>\$62,223</b> | <b>\$64,582</b> | <b>\$65,623</b> |

\* Totals may not add due to rounding

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

(\$ in Millions)

|                                | <i>Fiscal Year</i> |                |                |                |                |
|--------------------------------|--------------------|----------------|----------------|----------------|----------------|
|                                | <b>2018</b>        | <b>2019</b>    | <b>2020</b>    | <b>2021</b>    | <b>2022</b>    |
| <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                | 25.0               | 25.0           | 25.0           | 25.0           | 25.0           |
| Liquor License                 | 6.0                | 6.0            | 6.0            | 6.0            | 6.0            |
| Medical Marijuana Excise Tax   | 0.1                | 0.1            | 0.1            | 0.1            | 0.1            |
| <b>Auto-Related Taxes:</b>     |                    |                |                |                |                |
| Commercial Motor Vehicle       | 65.0               | 65.0           | 65.0           | 65.0           | 65.0           |
| Auto Use                       | 29.0               | 29.0           | 29.0           | 29.0           | 29.0           |
| Taxi Medallion                 | 0.2                | 0.2            | 0.2            | 0.2            | 0.2            |
| <b>Miscellaneous Taxes:</b>    |                    |                |                |                |                |
| Section 1127 (Waiver)          | 160.0              | 160.0          | 160.0          | 160.0          | 165.0          |
| PILOTs                         | 475.3              | 446.2          | 446.2          | 446.2          | 447.2          |
| Other Tax Refunds              | (37.0)             | (37.0)         | (37.0)         | (37.0)         | (37.0)         |
| <b>Penalties and Interest:</b> |                    |                |                |                |                |
| P&I - Real Estate Current Year | 21.0               | 21.0           | 21.0           | 21.0           | 21.0           |
| P&I - Real Estate Prior Year   | 37.0               | 37.0           | 37.0           | 37.0           | 37.0           |
| P&I - Other (Refunds)          | (4.0)              | (4.0)          | (4.0)          | (4.0)          | (4.0)          |
| <b>Total All Other Taxes*</b>  | <b>\$778.9</b>     | <b>\$749.8</b> | <b>\$749.8</b> | <b>\$749.8</b> | <b>\$755.8</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 overall cost of the City's FEMA-funded emergency response and infrastructure recovery is projected to be about \$10.4 billion, about \$2.0 billion for emergency response activities and about \$8.4 billion for long-term infrastructure repairs and resiliency investments. The City has secured \$9.9 billion in FEMA Public Assistance grants and other federal Sandy recovery grants, and is currently working with FEMA to develop grants for over \$400 million in additional funding. The \$9.9 billion includes \$3.1 billion for NYCHA, \$1.9 billion for H+H, and \$252 million for other non-Mayoral entities. Most of the \$9.9 billion in federal grants secured has been budgeted in the expense and capital budgets, excluding NYCHA, since their FEMA budgets do not flow through the City's capital budgets.

The expense-budgeted emergency response activities conducted by City agencies are largely over. The City is now entering into a new phase of its recovery from Sandy – the execution of long-term infrastructure repair and resiliency projects.

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

HUD has allocated \$4.2 billion of CDBG-DR funds from HUD for Hurricane Sandy. The City describes the use of these funds in its CDBG-DR Action Plan, particularly for housing recovery, business assistance, infrastructure repairs, and the implementation of resiliency measures. On December 20, 2017, HUD approved the City's 16th Action Plan amendment, which created two new resiliency programs amongst other changes.

The City is approaching the conclusion of the CDBG-DR-funded Build It Back program, with significant remaining activity occurring in 2018. The recent Build It Back progress update, released by the City in October of 2017, provides more details on housing recovery accomplishments. Significant CDBG-DR investments cover coastal protection and community resiliency, with progress being made advancing significant projects in Lower Manhattan and on the East Side, in the Bronx, and across other neighborhoods throughout the City.

As of the January Financial Plan, \$4.0 billion is budgeted across all fiscal years in the capital and expense budgets. The January Financial Plan reflects an increase of approximately \$219 million in CDBG-DR funds. The remaining balance of approximately \$248 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 2018-2022 authorizes agencies to commit \$79.6 billion, of which \$71.9 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 \$13.8 billion in Fiscal Year 2018. The aggregate agency-by-agency authorized commitments of \$19.8 billion exceed the Fiscal Year Financial Plan by \$6.0 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 2014

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

### FY 2014-2017 Commitments

(\$ in Millions)\*

|   | 2014           |                | 2015           |                | 2016           |                | 2017           |                 |
|---|----------------|----------------|----------------|----------------|----------------|----------------|----------------|-----------------|
|   | City<br>Funds  | All<br>Funds   | City<br>Funds  | All<br>Funds   | City<br>Funds  | All<br>Funds   | City<br>Funds  | All<br>Funds    |
| <b>Environmental Protection</b>         |                |                |                |                |                |                |                |                 |
| Equipment                               | \$84           | \$84           | \$91           | \$91           | \$93           | \$93           | \$86           | \$86            |
| Sewers                                  | 300            | 302            | 344            | 355            | 352            | 353            | 670            | 685             |
| Water Mains, Sources & Treatment        | 343            | 345            | 553            | 553            | 418            | 419            | 867            | 883             |
| Water Pollution Control                 | 412            | 408            | 367            | 367            | 709            | 708            | 667            | 675             |
| Water Supply                            | 21             | 21             | 737            | 737            | 17             | 17             | 162            | 162             |
| <b>Subtotal</b>                         | <b>\$1,160</b> | <b>\$1,160</b> | <b>\$2,091</b> | <b>\$2,103</b> | <b>\$1,590</b> | <b>\$1,590</b> | <b>\$2,452</b> | <b>\$2,491</b>  |
| <b>Transportation</b>                   |                |                |                |                |                |                |                |                 |
| Mass Transit                            | \$35           | \$35           | \$125          | \$125          | \$229          | \$237          | \$76           | \$80            |
| Bridges                                 | 131            | 234            | 300            | 735            | 288            | 436            | 327            | 598             |
| Highways                                | 325            | 415            | 329            | 421            | 415            | 544            | 505            | 631             |
| <b>Subtotal</b>                         | <b>\$491</b>   | <b>\$684</b>   | <b>\$755</b>   | <b>\$1,280</b> | <b>\$932</b>   | <b>\$1,217</b> | <b>\$908</b>   | <b>\$1,310</b>  |
| <b>Education</b>                        |                |                |                |                |                |                |                |                 |
| Education                               | \$1,040        | \$2,060        | \$1,546        | \$2,884        | \$2,455        | \$2,504        | \$3,073        | \$3,136         |
| Higher Education                        | 74             | 74             | 55             | 55             | 40             | 41             | 33             | 33              |
| <b>Subtotal</b>                         | <b>\$1,113</b> | <b>\$2,134</b> | <b>\$1,601</b> | <b>\$2,940</b> | <b>\$2,496</b> | <b>\$2,545</b> | <b>\$3,106</b> | <b>\$3,169</b>  |
| <b>Housing And Economic Development</b> |                |                |                |                |                |                |                |                 |
| Economic Development                    | \$255          | \$278          | \$152          | \$163          | \$168          | \$185          | \$325          | \$342           |
| Housing                                 | 336            | 415            | 376            | 413            | 647            | 634            | 852            | 880             |
| <b>Subtotal</b>                         | <b>\$590</b>   | <b>\$694</b>   | <b>\$528</b>   | <b>\$576</b>   | <b>\$815</b>   | <b>\$820</b>   | <b>\$1,177</b> | <b>\$1,222</b>  |
| <b>Administration Of Justice</b>        |                |                |                |                |                |                |                |                 |
| Correction                              | \$114          | \$125          | \$153          | \$154          | \$79           | \$81           | \$58           | \$61            |
| Courts                                  | 123            | 123            | 10             | 10             | 36             | 47             | 24             | 26              |
| Police                                  | 164            | 170            | 140            | 141            | 190            | 191            | 204            | 204             |
| <b>Subtotal</b>                         | <b>\$401</b>   | <b>\$418</b>   | <b>\$303</b>   | <b>\$304</b>   | <b>\$305</b>   | <b>\$320</b>   | <b>\$286</b>   | <b>\$291</b>    |
| <b>City Operations &amp; Facilities</b> |                |                |                |                |                |                |                |                 |
| Cultural Institutions                   | \$211          | \$215          | \$151          | \$154          | \$105          | \$114          | \$65           | \$148           |
| Fire                                    | 52             | 63             | 70             | 71             | 144            | 133            | 122            | 123             |
| Health + Hospitals                      | 244            | 307            | 143            | 157            | 138            | 228            | 160            | 224             |
| Parks                                   | 255            | 365            | 465            | 646            | 201            | 359            | 530            | 586             |
| Public Buildings                        | 144            | 144            | 94             | 94             | 121            | 121            | 72             | 72              |
| Sanitation                              | 276            | 277            | 255            | 274            | 177            | 176            | 256            | 258             |
| Technology & Equipment                  | 571            | 573            | 258            | 258            | 344            | 340            | 403            | 403             |
| Other                                   | 216            | 356            | 278            | 404            | 369            | 494            | 380            | 565             |
| <b>Subtotal</b>                         | <b>\$1,969</b> | <b>\$2,298</b> | <b>\$1,714</b> | <b>\$2,056</b> | <b>\$1,600</b> | <b>\$1,965</b> | <b>\$1,988</b> | <b>\$2,378</b>  |
| <b>Total Commitments</b>                | <b>\$5,725</b> | <b>\$7,387</b> | <b>\$6,992</b> | <b>\$9,260</b> | <b>\$7,738</b> | <b>\$8,457</b> | <b>\$9,916</b> | <b>\$10,860</b> |
| <b>Total Expenditures</b>               | <b>\$7,468</b> | <b>\$7,903</b> | <b>\$5,949</b> | <b>\$7,836</b> | <b>\$6,676</b> | <b>\$8,080</b> | <b>\$7,444</b> | <b>\$8,826</b>  |

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

## FY 2018-2022 Commitment Plan

(\$ in Millions)\*

|   | 2018             |                  | 2019             |                  | 2020            |                 | 2021            |                 | 2022            |                 |
|---|------------------|------------------|------------------|------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
|   | City<br>Funds    | All<br>Funds     | City<br>Funds    | All<br>Funds     | City<br>Funds   | All<br>Funds    | City<br>Funds   | All<br>Funds    | City<br>Funds   | All<br>Funds    |
| <b>Environmental Protection</b>           |                  |                  |                  |                  |                 |                 |                 |                 |                 |                 |
| Equipment                                 | \$74             | \$74             | \$110            | \$111            | \$97            | \$97            | \$149           | \$149           | \$52            | \$52            |
| Sewers                                    | 658              | 661              | 926              | 935              | 693             | 718             | 647             | 647             | 345             | 345             |
| Water Mains, Sources & Treatment          | 699              | 700              | 822              | 832              | 590             | 590             | 534             | 534             | 405             | 405             |
| Water Pollution Control                   | 836              | 836              | 1,211            | 1,430            | 1,165           | 1,165           | 937             | 945             | 587             | 587             |
| Water Supply                              | 318              | 318              | 111              | 111              | 274             | 274             | 135             | 135             | 1,109           | 1,109           |
| <b>Subtotal</b>                           | <b>\$2,585</b>   | <b>\$2,589</b>   | <b>\$3,180</b>   | <b>\$3,419</b>   | <b>\$2,818</b>  | <b>\$2,843</b>  | <b>\$2,402</b>  | <b>\$2,410</b>  | <b>\$2,499</b>  | <b>\$2,499</b>  |
| <b>Transportation</b>                     |                  |                  |                  |                  |                 |                 |                 |                 |                 |                 |
| Mass Transit                              | \$334            | \$352            | \$125            | \$125            | \$125           | \$125           | \$40            | \$40            | \$40            | \$40            |
| Bridges                                   | 1,167            | 1,248            | 1,184            | 1,492            | 1,308           | 1,398           | 1,640           | 1,795           | 1,466           | 1,500           |
| Highways                                  | 858              | 983              | 1,049            | 1,324            | 885             | 1,100           | 869             | 973             | 430             | 486             |
| <b>Subtotal</b>                           | <b>\$2,359</b>   | <b>\$2,584</b>   | <b>\$2,357</b>   | <b>\$2,941</b>   | <b>\$2,318</b>  | <b>\$2,622</b>  | <b>\$2,549</b>  | <b>\$2,808</b>  | <b>\$1,936</b>  | <b>\$2,026</b>  |
| <b>Education</b>                          |                  |                  |                  |                  |                 |                 |                 |                 |                 |                 |
| Education                                 | \$3,499          | \$4,220          | \$2,971          | \$3,559          | \$1,971         | \$1,971         | \$1,296         | \$2,041         | \$2,166         | \$2,166         |
| Higher Education                          | 302              | 311              | 188              | 188              | 36              | 36              | 32              | 32              | 23              | 23              |
| <b>Subtotal</b>                           | <b>\$3,801</b>   | <b>\$4,531</b>   | <b>\$3,159</b>   | <b>\$3,747</b>   | <b>\$2,006</b>  | <b>\$2,006</b>  | <b>\$1,328</b>  | <b>\$2,072</b>  | <b>\$2,189</b>  | <b>\$2,189</b>  |
| <b>Housing And Economic Development</b>   |                  |                  |                  |                  |                 |                 |                 |                 |                 |                 |
| Economic Development                      | \$923            | \$1,045          | \$1,426          | \$1,534          | \$783           | \$877           | \$504           | \$514           | \$117           | \$117           |
| Housing                                   | 1,293            | 1,332            | 1,271            | 1,303            | 1,245           | 1,277           | 1,208           | 1,240           | 1,077           | 1,109           |
| <b>Subtotal</b>                           | <b>\$2,216</b>   | <b>\$2,377</b>   | <b>\$2,697</b>   | <b>\$2,837</b>   | <b>\$2,028</b>  | <b>\$2,154</b>  | <b>\$1,712</b>  | <b>\$1,754</b>  | <b>\$1,194</b>  | <b>\$1,226</b>  |
| <b>Administration Of Justice</b>          |                  |                  |                  |                  |                 |                 |                 |                 |                 |                 |
| Correction                                | \$1,672          | \$1,742          | \$233            | \$233            | \$28            | \$28            | \$53            | \$53            | \$56            | \$56            |
| Courts                                    | 173              | 185              | 318              | 319              | 349             | 349             | 235             | 235             | 161             | 161             |
| Police                                    | 670              | 689              | 689              | 724              | 477             | 477             | 36              | 36              | 46              | 46              |
| <b>Subtotal</b>                           | <b>\$2,516</b>   | <b>\$2,616</b>   | <b>\$1,240</b>   | <b>\$1,277</b>   | <b>\$854</b>    | <b>\$854</b>    | <b>\$324</b>    | <b>\$324</b>    | <b>\$263</b>    | <b>\$263</b>    |
| <b>City Operations &amp; Facilities</b>   |                  |                  |                  |                  |                 |                 |                 |                 |                 |                 |
| Cultural Institutions                     | \$464            | \$504            | \$345            | \$352            | \$109           | \$109           | \$16            | \$16            | \$4             | \$4             |
| Fire                                      | 231              | 297              | 213              | 292              | 141             | 141             | 120             | 120             | 84              | 84              |
| Health + Hospitals                        | 512              | 799              | 783              | 1,024            | 442             | 790             | 205             | 554             | 131             | 451             |
| Parks                                     | 1,285            | 1,479            | 1,092            | 1,211            | 858             | 1,077           | 232             | 232             | 76              | 76              |
| Public Buildings                          | 518              | 526              | 565              | 565              | 246             | 246             | 142             | 142             | 103             | 103             |
| Sanitation                                | 412              | 423              | 407              | 414              | 854             | 854             | 174             | 174             | 327             | 327             |
| Resiliency, Technology & Equipment        | 1,141            | 1,151            | 787              | 1,022            | 916             | 1,115           | 484             | 484             | 456             | 456             |
| Other                                     | 1,744            | 1,855            | 1,400            | 1,566            | 743             | 882             | 359             | 404             | 296             | 326             |
| <b>Subtotal</b>                           | <b>\$6,307</b>   | <b>\$7,034</b>   | <b>\$5,594</b>   | <b>\$6,446</b>   | <b>\$4,310</b>  | <b>\$5,215</b>  | <b>\$1,733</b>  | <b>\$2,128</b>  | <b>\$1,476</b>  | <b>\$1,826</b>  |
| <b>Total Commitments</b>                  | <b>\$19,784</b>  | <b>\$21,731</b>  | <b>\$18,227</b>  | <b>\$20,667</b>  | <b>\$14,333</b> | <b>\$15,695</b> | <b>\$10,048</b> | <b>\$11,496</b> | <b>\$9,556</b>  | <b>\$10,029</b> |
| <b>Reserve For Unattained Commitments</b> | <b>(\$6,020)</b> | <b>(\$6,020)</b> | <b>(\$1,353)</b> | <b>(\$1,353)</b> | <b>(\$224)</b>  | <b>(\$224)</b>  | <b>\$1,421</b>  | <b>\$1,421</b>  | <b>\$670</b>    | <b>\$670</b>    |
| <b>Commitment Plan</b>                    | <b>\$13,764</b>  | <b>\$15,711</b>  | <b>\$16,874</b>  | <b>\$19,314</b>  | <b>\$14,109</b> | <b>\$15,471</b> | <b>\$11,469</b> | <b>\$12,917</b> | <b>\$10,226</b> | <b>\$10,699</b> |
| <b>Total Expenditures</b>                 | <b>\$8,298</b>   | <b>\$8,957</b>   | <b>\$10,581</b>  | <b>\$11,800</b>  | <b>\$11,997</b> | <b>\$13,489</b> | <b>\$12,133</b> | <b>\$13,791</b> | <b>\$11,604</b> | <b>\$12,875</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 35 years, the Mayor's Office of Management and Budget (OMB) has successfully used the review and assessment tools of value management as a means of maximizing the City's return on investment. These include the value engineering and value analysis methodologies, defined below:

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

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



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

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

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

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

## FINANCING PROGRAM

The City financing program projects \$51.2 billion of long-term borrowing for the period fiscal years 2018 through 2022 to support the current City 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 near its statutory limit on Building Aid Revenue Bonds (BARB) debt outstanding, the financing program reflects BARB issuance so as to remain under the limit.

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

### Financing Program

(\$ in Millions)

|                                      | 2018           | 2019           | 2020            | 2021            | 2022            | Total           |
|--------------------------------------|----------------|----------------|-----------------|-----------------|-----------------|-----------------|
| City General Obligation Bonds        | \$2,200        | \$4,000        | \$4,770         | \$4,800         | \$4,440         | \$20,210        |
| TFA Bonds <sup>(1)</sup>             | 3,540          | 4,000          | 4,770           | 4,800           | 4,440           | 21,550          |
| Water Authority Bonds <sup>(2)</sup> | 1,746          | 1,842          | 1,909           | 1,940           | 2,033           | 9,470           |
| <b>Total</b>                         | <b>\$7,486</b> | <b>\$9,842</b> | <b>\$11,449</b> | <b>\$11,540</b> | <b>\$10,913</b> | <b>\$51,230</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. Does not include bonds to fund reserves or cost of issuance.

## 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)

|                               | 2018            | 2019            | 2020            | 2021            | 2022            |
|-------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| City General Obligation Bonds | \$37,570        | \$39,495        | \$42,024        | \$44,575        | \$46,593        |
| TFA Bonds <sup>(1)</sup>      | 35,336          | 37,984          | 41,361          | 44,659          | 47,487          |
| TSASC Bonds                   | 1,071           | 1,053           | 1,023           | 993             | 966             |
| Conduit Debt                  | 1,284           | 1,206           | 1,121           | 1,033           | 939             |
| <b>Total</b>                  | <b>\$75,261</b> | <b>\$79,738</b> | <b>\$85,529</b> | <b>\$91,260</b> | <b>\$95,985</b> |
| Water Authority Bonds         | \$30,369        | \$31,846        | \$33,362        | \$34,887        | \$36,484        |

(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)

|                                      | 2018           | 2019           | 2020           | 2021           | 2022           |
|--------------------------------------|----------------|----------------|----------------|----------------|----------------|
| City General Obligation Bonds        | \$3,946        | \$3,989        | \$4,299        | \$4,482        | \$4,825        |
| TFA Bonds <sup>(1)</sup>             | 2,224          | 2,864          | 3,128          | 3,408          | 3,754          |
| TSASC Bonds                          | 73             | 72             | 82             | 82             | 76             |
| Conduit Debt                         | 241            | 235            | 237            | 237            | 236            |
| <b>Total Debt Service</b>            | <b>\$6,484</b> | <b>\$7,160</b> | <b>\$7,746</b> | <b>\$8,209</b> | <b>\$8,891</b> |
| Water Authority Bonds <sup>(2)</sup> | \$1,629        | \$1,825        | \$1,986        | \$2,115        | \$2,247        |

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

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

### Debt Burden

|  | 2018  | 2019  | 2020  | 2021  | 2022  |
|--|-------|-------|-------|-------|-------|
| Total Debt Service <sup>(1)</sup> as % of:     |       |       |       |       |       |
| a. Total Revenue                               | 7.3%  | 8.0%  | 8.4%  | 8.6%  | 9.3%  |
| b. Total Taxes                                 | 11.2% | 11.8% | 12.3% | 12.6% | 13.4% |
| 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                   | 12.8% | 13.0% | 13.4% | 13.7% | 13.9% |

(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, NYW, and BARB bond issuance. The City and TFA expect to issue \$20.2 billion and \$21.6 billion, respectively, during the plan period. The City issuance supports 39 percent of the total, while TFA FTS issuance supports 42 percent of the total. NYW will issue approximately \$9.5 billion. Additionally, TFA expects to issue \$1.6 billion of BARBs during the plan period.

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                  | AAA   |

### Federal Tax Legislation

The enactment of the Tax Cut and Jobs Act in December 2017 (2017 Tax Act) brought changes in the tax code that affect the City's financing program. Most notably, issuers of tax-exempt debt are now prohibited from refinancing their debt on a tax-exempt basis more than 90 days from the maturity or optional redemption date of such debt. However, it will continue to be possible to refinance debt more than 90 days from the maturity or optional redemption date on a taxable basis. The City continues to expect to obtain significant budget savings by means of refinancing outstanding debt.

While the limitation on refinancing mentioned above impacts the supply of tax-exempt debt, other elements of the 2017 Tax Act also impact the demand for tax-exempt debt. The small decreases in top marginal tax rates for individuals should negatively impact demand for tax-exempt debt. However, the new caps in deductions for state and local taxes should have the opposite effect, mitigating the negative impact of lower marginal tax rates. Given that this legislation was recently enacted, the impact of it is still developing.

## New York City General Obligation Bonds

Since July 1, 2017, the City has issued approximately \$1.0 billion in bonds for capital purposes and \$1.8 billion in refunding bonds. The dates and principal amounts are as follows:

### NYC GO Issuance

(\$ in Millions)

| Series  | (N)ew<br>Money/<br>(R)efunding | Issue Date | Tax Exempt<br>Amount | Taxable<br>Amount | Total Par<br>Amount |
|---------|--------------------------------|------------|----------------------|-------------------|---------------------|
| 2018 A  | R                              | 8/10/2017  | \$899                | \$0               | \$899               |
| 2018 B  | N                              | 10/3/2017  | 750                  | 250               | 1,000               |
| 2018 CD | R                              | 12/20/2017 | 944                  | 0                 | 944                 |
| Total   |                                |            | \$2,593              | \$250             | \$2,843             |

The refunding transactions the City completed earlier in fiscal year 2018 generated approximately \$325 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. The City reoffered seven subseries of floating rate bonds amounting to approximately \$370 million. Of those reoffered issues, one subseries of taxable variable rate demand bonds amounting to approximately \$60 million and six subseries of tax-exempt variable rate demand bonds amounting to approximately \$310 million were converted to fixed rates.

The City plans to issue GO bonds for capital purposes of approximately \$2.2 billion, \$4.0 billion, \$4.8 billion, \$4.8 billion, and \$4.4 billion in fiscal years 2018 through 2022, respectively.

Currently the debt service for the City, TFA FTS, and City appropriation debt, or conduit debt, excluding the effect of pre-payments, is 7.3 percent of the City's total budgeted revenues in fiscal year 2018. That ratio is projected to rise to 9.3 percent in fiscal year 2022. As a percentage of tax revenues, the debt service ratio is 11.2 percent in fiscal year 2018 and is projected to increase to 13.4 percent in fiscal year 2022.

### New York City Related Issuers - Variable Rate Debt

Floating rate bonds have been a reliable source of cost savings in the City financing program. In considering the proportion of the City's debt which is in variable rather than fixed rates, it is useful to consider all sources of financing with the exception of NYW, which is typically considered separately for such purposes. Included would be City GO bonds as well as TFA FTS, TSASC bonds and conduit debt. The City and its related entities have approximately \$10.4 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 have 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 2018. The total notional amount of swaps outstanding as of December 31, 2017 was \$1.18 billion, on which the termination value was negative \$75.1 million. This is the theoretical amount which the City would pay if all of the swaps terminated under market conditions as of December 31, 2017.

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, reductions in tax rates in the tax code (in the case of tax-exempt debt), and the deterioration of the City's credit. Additionally, the deterioration of the credit of a related City financing issuer or of a liquidity provider can also have an impact on net 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, basis swaps, and certain types of synthetic fixed rate debt. The basis swaps and certain synthetic fixed rate debt provide exposure to decreases in marginal tax rates 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. As noted previously, because the small reduction in the individual tax rates is mitigated by new caps on certain tax deductions, the 2017 Tax Act should not result in a significant adverse impact on tax-exempt short-term rates, which influence interest paid on floating rate bonds and the economics on swap transactions to which the City is a party.

### NYC Floating-Rate Exposure<sup>(1)</sup>

(\$ in Millions)

|  | GO             | TFA            | Conduit     | TSASC      | Total           |
|--|----------------|----------------|-------------|------------|-----------------|
| Floating Rate Bonds  | \$6,109        | \$3,930        | \$30        | \$0        | 10,069          |
| Synthetic Fixed  | 171            | 0              | 31          | 0          | 202             |
| Enhanced Basis Swap  | 125            | 0              | 0           | 0          | 125             |
| <b>Total Floating-Rate</b>   | <b>\$6,405</b> | <b>\$3,930</b> | <b>\$61</b> | <b>\$0</b> | <b>\$10,396</b> |
| <br>   |                |                |             |            |                 |
| Total Debt Outstanding   | \$37,570       | \$35,336       | \$1,284     | \$1,071    | \$75,261        |
| % of Floating-Rate / Total Debt Outstanding  |                |                |             |            | 13.8%           |
| Total Floating-Rate Less \$7.1 Billion Balance in<br>General Fund (Floating-Rate Assets) |                |                |             |            | 3,276           |
| % of Net Floating Rate / Total Debt Outstanding  |                |                |             |            | 4.4%            |

(1) End of Fiscal Year 2018 Debt Outstanding as of the February 2018 Financial Plan excluding NYW, HYIC, and TFA BARBs.

The 13.8 percent floating rate exposure, including the risk from the synthetic fixed rate swaps and the basis swaps, is even more manageable after taking into account the 10 year average balance of \$7.1 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 4.4 percent of its outstanding debt. Moreover, the City uses conservative assumptions in budgeting expenses from floating rate instruments.

During fiscal year 2018, short-term interest rates have been 0.99 percent on average for tax-exempt floating rate debt. These rates have continued to provide attractive financing costs relative to long term fixed-rate debt. Tax-exempt floating rate debt has traded recently at rates that are approximately 170 basis points lower than those for long term fixed-rate debt, resulting in an annual savings of over \$175 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 \$64.7 billion in bonds. These bond issuances included a combination of general (first) resolution, second general resolution and subordinated special resolution crossover refunding water and sewer system revenue bonds.

Of the aggregate bond par amount sold, \$30.8 billion is outstanding, \$24.2 billion, including \$665.4 million of special resolution crossover bonds, was refinanced, \$4.2 billion was defeased with Authority funds prior to maturity, and \$5.5 billion was retired with revenues as it matured. In addition to this long-term debt, NYW uses bond anticipation notes (BANs) issued to the New York State Environmental Facilities Corporation (EFC) and a commercial paper program as a source of flexible short-term financing. As of January 31, 2018, \$16.5 million of BAN draws are outstanding. The commercial paper program 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 \$5.0 billion of floating rate bonds or 16.3 percent of its outstanding debt, including \$401 million which was swapped to a fixed rate. NYW’s floating rate exposure consists tax-exempt floating rate debt supported by liquidity facilities.

NYW is a party to two interest rate exchange agreements (swaps) with a total notional amount of \$401 million. As of December 29, 2017, the mark-to-market value of the swaps was negative \$102.8 million. This is the theoretical amount which NYW would pay if all swaps terminated as of December 29, 2017.

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

Summarized in the following table are the issuances that have closed to date in fiscal year 2018. The proceeds of the bonds were applied to pay the cost of improvements to the system or paid principal and interest on certain of the Authority’s outstanding debt and paid the costs of issuance.

### **NYW Issuance**

| <b>Series</b>                      | <b>(N)ew Money/<br/>(R)efunding</b> | <b>Issue<br/>Date</b> | <b>Par<br/>Amount</b> | <b>True Interest<br/>Cost (TIC)</b> | <b>Longest<br/>Maturity</b> |
|------------------------------------|-------------------------------------|-----------------------|-----------------------|-------------------------------------|-----------------------------|
| 2018 AA                            | R                                   | 7/11/2017             | \$162,405,000         | 3.58%                               | 2038                        |
| 2018 BB                            | N/R                                 | 10/12/2017            | \$383,975,000         | 3.64%                               | 2046                        |
| 2018 CC                            | N/R                                 | 11/29/2017            | \$398,520,000         | 3.76%                               | 2048                        |
| 2018 Series 1 and 2 <sup>(1)</sup> | N                                   | 12/14/2017            | \$669,436,000         | 1.98% <sup>(2)</sup>                | 2047                        |

(1) Bonds issued to EFC

(2) Reflects the Effective Interest Cost, which includes the benefit from the EFC subsidy and does not account for cost of annual fees for administration

NYW expects to issue \$744 million of additional new money bonds over the remainder of fiscal year 2018. During the period from 2019 to 2022, NYW expects to sell an average of approximately \$1.9 billion of new money bonds per year. Of this amount, NYW plans to issue a minimum of \$300 million per year through EFC, taking advantage of the interest rate subsidy available for qualifying projects, and minimizing the overall costs of its financing program. NYW expects to issue approximately 90 percent of its new debt per year as fixed rate debt with the remainder issued as variable rate debt, subject to market conditions.

**The New York City Transitional Finance Authority**

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

Since July 1, 2017, the TFA has issued approximately \$2.3 billion in bonds for capital purposes. The dates and principal amounts are as follows:

**NYC TFA Issuance**

(\$ in Millions)

| Series       | (N)ew Money/<br>(R)efunding | Issue Date | Tax Exempt<br>Amount | Taxable<br>Amount | Total Par<br>Amount |
|--------------|-----------------------------|------------|----------------------|-------------------|---------------------|
| 2018 A       | N                           | 8/17/2017  | \$1,000              | \$350             | \$1,350             |
| 2018 B       | N                           | 10/26/2017 | 850                  | 140               | 990                 |
| <b>Total</b> |                             |            | <b>\$1,850</b>       | <b>\$490</b>      | <b>\$2,340</b>      |

Additionally, the TFA converted approximately \$160 million of floating rate bonds to a fixed rate mode.

Beyond the financings described above, the TFA plans to issue TFA FTS bonds for capital purposes of approximately \$3.5 billion, \$4.0 billion, \$4.8 billion, \$4.8 billion, and \$4.4 billion in years 2018 through 2022, 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 \$7.5 billion of BARBs outstanding which fund the capital program of the Department of Education. The financing program reflects BARB issuance projections to remain under the statutory cap. The TFA plans to issue BARBs of approximately \$500 million, \$500 million, \$77 million, \$295 million, and \$261 million in fiscal years 2018 through 2022, respectively.

In July 2017, TFA undertook its first refinancing of BARBs. TFA issued approximately \$1 billion of refunding bonds which generated over \$180 million of savings within the financial plan.



## **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 park, 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 completed its second issuance of \$1 billion of 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.

In May 2017, HYIC issued approximately \$2.1 billion of refunding bonds which refinanced all of its initial \$2 billion bond issue and a portion of its second bond issue under a new legal structure. This refinancing allowed HYIC to remit approximately \$110 million of accumulated revenues for City benefit in 2017. Moreover, the refunding enabled HYIC to transfer to the City in the future any excess revenues over and above amounts needed for HYIC debt service.

Given the ongoing development in the Manhattan's far west side, revenues received by HYIC have accelerated. Collections of PILOT revenue and tax equivalency payments continue to increase. Additionally, since the beginning of fiscal year 2018, HYIC received approximately \$80 million from payments in lieu of mortgage recording tax and district improvement bonus. In addition, HYIC received over \$100 million for the sale of Eastern Rail Yard Transferrable Development Rights, which fully repaid HYIC's remaining interest in those development rights.

The No. 7 Subway extension was constructed by the MTA and began service in September 2015. The secondary entrance to this station is currently under construction and is expected to open in the third quarter of calendar year 2018.

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

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# Supplemental Information

## EXPENDITURE ASSUMPTIONS

The expenditure estimates in the plan reflect the four-year financial plan submitted on November 21, 2017 adjusted for new needs and approved categorical budget modifications through January 29, 2018, 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) |                 |                 |                 |                 |
|-----------------------------------|------------------|-----------------|-----------------|-----------------|-----------------|
|                                   | 2018             | 2019            | 2020            | 2021            | 2022            |
| Salaries and Wages                | \$26,687         | \$27,115        | \$27,597        | \$27,767        | \$27,967        |
| Pensions                          | 9,590            | 9,802           | 9,764           | 9,678           | 9,882           |
| Other Fringe Benefits*            | 9,972            | 10,678          | 11,556          | 12,318          | 12,999          |
| Reserve for Collective Bargaining | 586              | 1,456           | 1,797           | 2,270           | 1,710           |
| <b>Total</b>                      | <b>\$46,835</b>  | <b>\$49,051</b> | <b>\$50,714</b> | <b>\$52,033</b> | <b>\$52,558</b> |

\* Number adjusted for prepayments.

### Salaries and Wages

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

### Pensions and Other Fringe Benefits

Pension expenses reflect recent actuarial estimates of the City's five major retirement systems prepared by the Office of the Actuary (OA). In addition to these estimates, pension expenses mainly include the impact of asset performance in fiscal year 2017.

Pension expense estimates in the financial plan reflect the funding assumptions and actuarial methods recommended by the Chief Actuary and adopted by the boards of trustees of the City's retirement systems in fiscal year 2012. A certain portion of the assumptions subject to legislation was enacted into law in January 2013. In addition, in fiscal year 2016, the Chief Actuary updated mortality assumptions based on studies of mortality improvement published by the Society of Actuaries in 2015, and on input from the City's outside consultants and auditors. At the same time, an asset corridor was implemented to keep the Actuarial Value of Assets (AAV) within 80% - 120% of the Market Value of Assets (MVA). Usually, the unexpected investment return, or difference between the assumed investment return (currently 7% of MVA) and the actual investment return on the MVA, is phased into the AAV over six years. With the asset corridor, the unexpected return will be phased in immediately if AAV falls under 80% or above 120% of the MVA.

The financial plan reflects the estimated impact of fiscal year 2017 investment returns of 12.95% (net of investment fees). The investment returns – higher than the assumed actuarial rate of seven percent – reduced the City's required pension contributions by \$140 million, \$280 million, \$420 million, and \$560 million in fiscal years 2019 through 2022, respectively.

The financial plan also reflects the prefunding cost of the Tax-Deferred Annuity (TDA) Fixed Funds Program. Certain members of the Teachers' Retirement System (TRS) and Board of Education Retirement System (BERS) have an option to invest their TDA contributions in a fixed fund, which guarantees a rate of return of 8.25%. The assets of the fixed funds are co-invested with assets of the main pension fund. Currently, in any given year the main fund absorbs the gains or losses for the actual returns above or below 8.25%. The OA will be

prefunding the difference between 8.25% and 7.00% (the expected return of the funds) and this will cost the City approximately \$50 million in fiscal years 2019 through 2022.

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

Total pension expenses for the financial plan are shown below:

| <b>Total Pension Expenses</b> |                |                |                |                |                |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|
| (\$ in Millions)              |                |                |                |                |                |
|                               | <b>2018</b>    | <b>2019</b>    | <b>2020</b>    | <b>2021</b>    | <b>2022</b>    |
| City Actuarial Systems        | \$9,496        | \$9,706        | \$9,666        | \$9,577        | \$9,779        |
| Non-City Systems              | 94             | 96             | 98             | 101            | 103            |
| Non-Actuarial *               | —              | —              | —              | —              | —              |
| <b>Total</b>                  | <b>\$9,590</b> | <b>\$9,802</b> | <b>\$9,764</b> | <b>\$9,678</b> | <b>\$9,882</b> |

\* Non-Actuarial expenses are \$350,000 rounded to zero.

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 2018, the combined tax rate is 7.65%. The OASDI tax portion of 6.2% is capped at \$128,400 in earnings; the Medicare tax portion of 1.45% is applied to all earnings. Unemployment Insurance expense estimates are consistent with the statutory weekly benefit levels and planned payroll levels. Workers' Compensation expense estimates are consistent with the compensation rate schedule mandated by State law and the projected growth in medical costs. Health Insurance expense estimates reflect current levels of City enrollee coverage based on the health insurance contract counts and premium data available from the City's health insurance providers. These estimates also include the health care savings agreed to in the May 2014 Agreement between the City and the Municipal Labor Committee. The savings amounts agreed to were \$400 million, \$700 million, \$1 billion and \$1.3 billion in FY 2015 through FY 2018 respectively. The savings are expected to continue through the financial plan.

### **Reserve for Collective Bargaining**

The Reserve for Collective Bargaining contains funding for the net cost of all of the elements of the United Federation of Teacher (UFT) and AFSCME District Council 37 (DC37) pattern as applied to the remaining unsettled unions. The reserve also contains funding for the restructured payments for those unions that were covered by the UFT nine-year pattern. The City have now reached settlements with all of the uniformed unions and over 99% of the City workforce through the 2010-2017 round of collective bargaining.

The reserve also contains City funds for a 1% wage increase for employees in the years beyond the current (2010-2017) round(s) of bargaining.

## Other Than Personal Services

The following items are included in this category:

|   | (\$ in Millions) |                 |                 |                 |                 |
|---|------------------|-----------------|-----------------|-----------------|-----------------|
|   | 2018             | 2019            | 2020            | 2021            | 2022            |
| Administrative OTPS                           | \$24,907         | \$22,987        | \$22,816        | \$23,099        | \$23,374        |
| Public Assistance                             | 1,594            | 1,605           | 1,617           | 1,617           | 1,617           |
| Medical Assistance                            | 5,915            | 5,915           | 5,915           | 5,915           | 5,915           |
| Health + Hospitals*                           | 909              | 905             | 1,009           | 909             | 909             |
| Covered Agency Support<br>and Other Subsidies | 4,296            | 4,205           | 4,242           | 4,302           | 4,358           |
| City Debt Service*                            | 6,412            | 7,089           | 7,664           | 8,127           | 8,815           |
| Prepayment Adjustments                        | (1,596)          | (2,584)         | —               | —               | —               |
| Capital Stabilization Reserve                 | —                | 250             | 250             | 250             | 250             |
| General Reserve                               | 300              | 1,000           | 1,000           | 1,000           | 1,000           |
| <b>Total</b>                                  | <b>\$42,737</b>  | <b>\$41,372</b> | <b>\$44,513</b> | <b>\$45,219</b> | <b>\$46,238</b> |

\* Numbers adjusted for prepayments.

## Administrative OTPS

The estimates in this category include new needs in the baseline. For 2020 through 2022, 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 2020 through 2022. 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 2018 through 2022 reflects current projections for energy related purchases. Gasoline and fuel costs are expected to increase by \$44 million between 2018 and 2022. Heat, light and power is expected to increase by \$94 million between 2018 and 2022.

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 2018 adjustments, where applicable.

The annual cost projections are as follows:

|                       | Energy Costs     |              |              |              |                |
|-----------------------|------------------|--------------|--------------|--------------|----------------|
|                       | (\$ in Millions) |              |              |              |                |
|                       | 2018             | 2019         | 2020         | 2021         | 2022           |
| Gasoline              | \$70             | \$73         | \$78         | \$85         | \$91           |
| Fuel Oil              | 74               | 78           | 84           | 91           | 97             |
| HPD-In Rem / DAMP     | 3                | 3            | 3            | 3            | 3              |
| HPD-Emergency Repairs | 5                | 3            | 3            | 3            | 3              |
| Heat, Light and Power | 723              | 739          | 763          | 793          | 817            |
| <b>Total</b>          | <b>\$875</b>     | <b>\$896</b> | <b>\$931</b> | <b>\$975</b> | <b>\$1,011</b> |

## **Leases**

Agency baseline expenditures carry the cost of leases at a constant level for 2019 through 2022 with the exception of the annualization of 2018 adjustments where applicable. A citywide adjustment for 2019 through 2022 provides for the increased cost of leases based on a 3.0 percent annual inflator. The four-year projection includes \$1,189 million for leases in 2019, \$1,225 million in 2020, \$1,262 million in 2021, and \$1,299 million in 2022. Of these amounts, the citywide adjustment is \$35 million, \$70 million, \$107 million and \$145 million respectively in 2019 through 2022.

## **Public Assistance**

The financial plan supports the current Public Assistance caseload, which was 367,997 as of December 2017.

## **Medical Assistance**

The financial plan for medical assistance funds Medicaid expenditures for 3.5 million New York City recipients. The City's share of total Medicaid expenditures was capped as a result of the 2005-2006 and 2012-2013 State Budgets. In 2019, the City anticipates a budget of \$5.8 billion in City Tax Levy.

## **Health + Hospitals**

The City's support for Health + Hospitals reflects funding for the provision of healthcare to prison inmates and uniformed service employees, as well as other City services. Support also includes the most recent round of collective bargaining costs for applicable unions that have reached agreements with the City. The 2019 City support is budgeted at \$905 million. Details of Health + Hospitals' own institutional financial plan are set forth in the covered organization submissions.

## **Covered Agency Support and Other Subsidies**

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

## **General Reserve**

The General Reserve is projected at \$1 billion for 2019 through 2022 to provide for uncontrollable increases in expenditures as well as shortfalls in revenue. The General Reserve for 2019 through 2022 has been increased above the required amount as per the City Charter to allow for any further uncertainties that may occur in the future.

## **Capital Stabilization Reserve**

The financial plan includes a capital stabilization reserve of \$250 million in fiscal years 2019 through 2022 for a total of \$1 billion.

## **Debt Service**

Debt Service projections estimate payments of debt service on currently outstanding City, Transitional Finance Authority (TFA) and Lease debt and future issuances in accordance with the financing program for 2018-2022. 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 \$2.58 billion in 2018 has been provided for this purpose.

Below are the detailed estimates for debt service for 2018 through 2022 after prepayments:

(\$ in Millions)

|      | <b>Long<br/>Term</b> | <b>Short<br/>Term</b> | <b>Lease<br/>Purchase</b> | <b>Budget<br/>Stabilization*</b> | <b>Total City<br/>and Lease</b> | <b>TFA</b> | <b>Prepayment<br/>Adjustment</b> | <b>Total City,<br/>Lease and<br/>TFA</b> |
|------|----------------------|-----------------------|---------------------------|----------------------------------|---------------------------------|------------|----------------------------------|--|
| 2018 | \$2,375              | \$-                   | \$241                     | \$2,584                          | \$5,200                         | \$316      | \$896                            | \$6,412                                  |
| 2019 | 3,405                | -                     | 235                       | -                                | 3,640                           | 865        | 2,584                            | 7,089                                    |
| 2020 | 4,299                | -                     | 237                       | -                                | 4,536                           | 3,128      | -                                | 7,664                                    |
| 2021 | 4,482                | -                     | 237                       | -                                | 4,719                           | 3,408      | -                                | 8,127                                    |
| 2022 | 4,825                | -                     | 236                       | -                                | 5,061                           | 3,754      | -                                | 8,815                                    |

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

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

(All Funds - \$ in Millions)

|                                   | 2018            | 2019            | 2020            | 2021            | 2022            |
|-----------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| <b>Uniformed Forces</b>           |                 |                 |                 |                 |                 |
| Police Department                 | \$5,755         | \$5,580         | \$5,534         | \$5,501         | \$5,501         |
| Fire Department                   | 2,090           | 2,014           | 2,029           | 2,027           | 2,021           |
| Department of Correction          | 1,450           | 1,404           | 1,417           | 1,428           | 1,428           |
| Department of Sanitation          | 1,690           | 1,714           | 1,728           | 1,726           | 1,726           |
| <b>Health and Welfare</b>         |                 |                 |                 |                 |                 |
| Admin. for Children Services      | 3,158           | 2,570           | 2,578           | 2,585           | 2,577           |
| Department of Social Services     | 9,911           | 9,883           | 9,940           | 9,951           | 9,942           |
| Dept. of Homeless Services        | 1,824           | 1,820           | 1,835           | 1,842           | 1,842           |
| Dept Health & Mental Hygiene      | 1,677           | 1,612           | 1,638           | 1,639           | 1,639           |
| <b>Other Mayoral</b>              |                 |                 |                 |                 |                 |
| NY Public Library - Research      | 28              | 28              | 28              | 28              | 28              |
| New York Public Library           | 139             | 137             | 137             | 137             | 137             |
| Brooklyn Public Library           | 104             | 102             | 102             | 102             | 102             |
| Queens Borough Public Library     | 107             | 105             | 105             | 105             | 105             |
| Department for the Aging          | 372             | 344             | 350             | 352             | 352             |
| Department of Cultural Affairs    | 194             | 144             | 142             | 142             | 142             |
| Housing Preservation & Dev.       | 1,331           | 871             | 788             | 785             | 793             |
| Dept of Environmental Prot.       | 1,506           | 1,308           | 1,234           | 1,224           | 1,220           |
| Department of Finance             | 301             | 306             | 306             | 304             | 304             |
| Department of Transportation      | 1,001           | 965             | 928             | 928             | 929             |
| Dept of Parks and Recreation      | 565             | 502             | 502             | 501             | 501             |
| Dept of Citywide Admin Srvces     | 1,245           | 1,151           | 1,151           | 1,150           | 1,150           |
| All Other Agencies                | 3,730           | 2,745           | 2,732           | 2,697           | 2,677           |
| <b>Major Organizations</b>        |                 |                 |                 |                 |                 |
| Department of Education           | 24,399          | 25,596          | 26,335          | 27,056          | 27,710          |
| City University                   | 1,266           | 1,170           | 1,181           | 1,197           | 1,213           |
| Health + Hospitals                | 609             | 905             | 1,009           | 909             | 909             |
| <b>Other</b>                      |                 |                 |                 |                 |                 |
| Citywide Pension Contributions    | 9,590           | 9,802           | 9,764           | 9,678           | 9,882           |
| Miscellaneous                     | 9,369           | 11,440          | 12,225          | 13,180          | 13,072          |
| Debt Service                      | 5,516           | 4,505           | 7,664           | 8,127           | 8,815           |
| Prior Payable Adjustment          | (400)           | —               | —               | —               | —               |
| General Reserve                   | 300             | 1,000           | 1,000           | 1,000           | 1,000           |
| Citywide Savings Initiatives      | —               | (56)            | (86)            | (114)           | (115)           |
| Energy Adjustment                 | —               | 22              | 58              | 101             | 137             |
| Lease Adjustment                  | —               | 35              | 70              | 107             | 145             |
| OTPS Inflation Adjustment         | —               | —               | 111             | 167             | 222             |
| <b>Elected Officials</b>          |                 |                 |                 |                 |                 |
| Mayoralty                         | 139             | 135             | 128             | 126             | 126             |
| All Other Elected                 | 606             | 564             | 564             | 564             | 564             |
| Total Including Intra-City        | 89,572          | 90,423          | 95,227          | 97,252          | 98,796          |
| Intra-City                        | (2,132)         | (1,757)         | (1,749)         | (1,754)         | (1,754)         |
| <b>Total Excluding Intra-City</b> | <b>\$87,440</b> | <b>\$88,666</b> | <b>\$93,478</b> | <b>\$95,498</b> | <b>\$97,042</b> |



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

|                                | 2018            | 2019            | 2020            | 2021            | 2022            |
|--------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| <b>Uniformed Forces</b>        |                 |                 |                 |                 |                 |
| Police Department              | \$5,178         | \$5,233         | \$5,238         | \$5,206         | \$5,206         |
| Fire Department                | 1,798           | 1,767           | 1,793           | 1,793           | 1,793           |
| Department of Correction       | 1,438           | 1,394           | 1,407           | 1,418           | 1,418           |
| Department of Sanitation       | 1,671           | 1,695           | 1,709           | 1,707           | 1,707           |
| <b>Health and Welfare</b>      |                 |                 |                 |                 |                 |
| Admin. for Children Services   | 1,027           | 789             | 799             | 803             | 803             |
| Department of Social Services  | 7,573           | 7,564           | 7,604           | 7,611           | 7,602           |
| Dept. of Homeless Services     | 1,041           | 1,053           | 1,058           | 1,062           | 1,062           |
| Dept Health & Mental Hygiene   | 690             | 778             | 811             | 828             | 828             |
| <b>Other Mayoral</b>           |                 |                 |                 |                 |                 |
| NY Public Library - Research   | 28              | 28              | 28              | 28              | 28              |
| New York Public Library        | 138             | 137             | 137             | 137             | 137             |
| Brooklyn Public Library        | 103             | 102             | 102             | 102             | 102             |
| Queens Borough Public Library  | 105             | 105             | 105             | 105             | 105             |
| Department for the Aging       | 249             | 228             | 235             | 236             | 236             |
| Department of Cultural Affairs | 186             | 142             | 141             | 141             | 141             |
| Housing Preservation & Dev.    | 148             | 93              | 97              | 95              | 103             |
| Dept of Environmental Prot.    | 1,196           | 1,159           | 1,166           | 1,156           | 1,152           |
| Department of Finance          | 296             | 301             | 301             | 299             | 299             |
| Department of Transportation   | 555             | 556             | 573             | 574             | 574             |
| Dept of Parks and Recreation   | 421             | 390             | 391             | 390             | 390             |
| Dept of Citywide Admin Srvces  | 346             | 280             | 280             | 279             | 279             |
| All Other Agencies             | 2,409           | 2,083           | 2,096           | 2,076           | 2,062           |
| <b>Major Organizations</b>     |                 |                 |                 |                 |                 |
| Department of Education        | 11,570          | 12,259          | 12,530          | 12,899          | 13,166          |
| City University                | 843             | 846             | 858             | 874             | 890             |
| Health + Hospitals             | 489             | 814             | 918             | 818             | 818             |
| <b>Other</b>                   |                 |                 |                 |                 |                 |
| Citywide Pension Contributions | 9,446           | 9,658           | 9,619           | 9,534           | 9,738           |
| Miscellaneous                  | 7,505           | 9,613           | 10,393          | 11,311          | 11,168          |
| Debt Service                   | 5,252           | 4,247           | 7,413           | 7,882           | 8,575           |
| Prior Payable Adjustment       | (400)           | —               | —               | —               | —               |
| General Reserve                | 300             | 1,000           | 1,000           | 1,000           | 1,000           |
| Citywide Savings Initiatives   | —               | (56)            | (86)            | (114)           | (115)           |
| Energy Adjustment              | —               | 22              | 58              | 101             | 137             |
| Lease Adjustment               | —               | 35              | 70              | 107             | 145             |
| OTPS Inflation Adjustment      | —               | —               | 111             | 167             | 222             |
| <b>Elected Officials</b>       |                 |                 |                 |                 |                 |
| Mayoralty                      | 99              | 99              | 96              | 95              | 96              |
| All Other Elected              | 542             | 525             | 525             | 525             | 525             |
| <b>Citywide Total</b>          | <b>\$62,242</b> | <b>\$64,939</b> | <b>\$69,576</b> | <b>\$71,245</b> | <b>\$72,392</b> |

## Revenue Detail

(\$ in Millions)

|                                   | 2018            | 2019            | 2020            | 2021            | 2022            |
|-----------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| <b>Taxes:</b>                     |                 |                 |                 |                 |                 |
| • Real Property                   | \$26,080        | \$27,674        | \$29,154        | \$30,438        | \$30,721        |
| • Personal Income                 | 11,857          | 12,184          | 12,756          | 13,270          | 13,706          |
| • General Corporation             | 3,410           | 3,714           | 3,719           | 3,736           | 3,767           |
| • Unincorporated Business         | 2,122           | 2,265           | 2,380           | 2,490           | 2,523           |
| • Sale and Use                    | 7,340           | 7,906           | 8,227           | 8,577           | 8,712           |
| • Commercial Rent                 | 848             | 852             | 875             | 905             | 942             |
| • Real Property Transfer          | 1,398           | 1,469           | 1,488           | 1,511           | 1,547           |
| • Mortgage Recording              | 966             | 928             | 943             | 954             | 974             |
| • Utility                         | 381             | 390             | 399             | 412             | 424             |
| • Cigarette                       | 36              | 35              | 34              | 33              | 32              |
| • Hotel                           | 589             | 591             | 595             | 605             | 620             |
| • All Other                       | 779             | 750             | 750             | 750             | 756             |
| • Tax Audit Revenue               | 1,299           | 1,056           | 721             | 721             | 721             |
| • State Tax Relief Program - STAR | 189             | 185             | 182             | 180             | 178             |
| <b>Total Taxes</b>                | <b>\$57,294</b> | <b>\$59,999</b> | <b>\$62,223</b> | <b>\$64,582</b> | <b>\$65,623</b> |
| <b>Miscellaneous Revenue:</b>     |                 |                 |                 |                 |                 |
| • Licenses, Franchises, Etc.      | \$729           | \$679           | \$695           | \$689           | \$692           |
| • Interest Income                 | 110             | 179             | 232             | 274             | 284             |
| • Charges for Services            | 1,006           | 985             | 984             | 984             | 984             |
| • Water and Sewer Charges         | 1,424           | 1,393           | 1,400           | 1,392           | 1,389           |
| • Rental Income                   | 258             | 254             | 250             | 250             | 250             |
| • Fines and Forfeitures           | 967             | 930             | 921             | 911             | 901             |
| • Miscellaneous                   | 369             | 535             | 701             | 710             | 539             |
| • Intra-City Revenue              | 2,132           | 1,757           | 1,749           | 1,754           | 1,754           |
| <b>Total Miscellaneous</b>        | <b>\$6,995</b>  | <b>\$6,712</b>  | <b>\$6,932</b>  | <b>\$6,964</b>  | <b>\$6,793</b>  |

## Revenue Detail

(\$ in Millions)

|  | 2017            | 2018            | 2019            | 2020            | 2021            |
|--|-----------------|-----------------|-----------------|-----------------|-----------------|
| Unrestricted Intergovernmental Aid                         | —               | —               | —               | —               | —               |
| Reserve for Disallowance of Categorical Grants             | 85              | (15)            | (15)            | (15)            | (15)            |
| Less: Intra City Revenue                                   | (2,132)         | (1,757)         | (1,749)         | (1,754)         | (1,754)         |
| <b>SUB TOTAL CITY FUNDS</b>                                | <b>\$62,242</b> | <b>\$64,939</b> | <b>\$67,391</b> | <b>\$69,777</b> | <b>\$70,647</b> |
| Other Categorical Grants                                   | 1,098           | 870             | 860             | 855             | 855             |
| Inter Fund Agreements                                      | 674             | 670             | 606             | 605             | 605             |
| <b>TOTAL CITY FUNDS<br/>&amp; CAPITAL BUDGET TRANSFERS</b> | <b>\$64,014</b> | <b>\$66,479</b> | <b>\$68,857</b> | <b>\$71,237</b> | <b>\$72,107</b> |
| <b>Federal Categorical Grants:</b>                         |                 |                 |                 |                 |                 |
| • Community Development                                    | 1,340           | 439             | 262             | 241             | 235             |
| • Social Services  | 3,649           | 3,342           | 3,359           | 3,366           | 3,366           |
| • Education  | 1,825           | 2,038           | 2,042           | 2,044           | 2,044           |
| • Other  | 1,836           | 1,400           | 1,310           | 1,304           | 1,294           |
| <b>Total Federal Grants</b>                                | <b>\$8,650</b>  | <b>\$7,219</b>  | <b>\$6,973</b>  | <b>\$6,955</b>  | <b>\$6,939</b>  |
| <b>State Categorical Grants:</b>                           |                 |                 |                 |                 |                 |
| • Social Services  | 1,800           | 1,784           | 1,797           | 1,800           | 1,792           |
| • Education  | 10,748          | 11,119          | 11,589          | 11,939          | 12,325          |
| • Higher Education   | 297             | 297             | 297             | 297             | 297             |
| • Department of Health and Mental Hygiene                  | 560             | 540             | 540             | 524             | 524             |
| • Other  | 1,371           | 1,228           | 1,240           | 1,278           | 1,313           |
| <b>Total State Grants</b>                                  | <b>\$14,776</b> | <b>\$14,968</b> | <b>\$15,463</b> | <b>\$15,838</b> | <b>\$16,251</b> |
| <b>TOTAL REVENUE</b>                                       | <b>\$87,440</b> | <b>\$88,666</b> | <b>\$91,293</b> | <b>\$94,030</b> | <b>\$95,297</b> |

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

|   | 6/30/2018      |                | 6/30/2019      |                | 6/30/2020      |                | 6/30/2021      |                |
|---|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
|   | Total          | City           | Total          | City           | Total          | City           | Total          | City           |
| <b>MAYORAL AGENCIES AND ELECTED OFFICIALS:</b>      |                |                |                |                |                |                |                |                |
| <b>Uniform Forces:</b>                              |                |                |                |                |                |                |                |                |
| Police Department - Uniform                         | 35,918         | 35,918         | 35,941         | 35,941         | 35,941         | 35,941         | 35,941         | 35,941         |
| Police Department - Civilian                        | 18,078         | 17,980         | 17,836         | 17,828         | 17,861         | 17,841         | 17,861         | 17,841         |
| Fire Department - Uniform                           | 10,914         | 10,906         | 10,946         | 10,938         | 10,946         | 10,938         | 10,946         | 10,938         |
| Fire Department - Civilian                          | 6,281          | 6,258          | 6,270          | 6,252          | 6,270          | 6,252          | 6,269          | 6,252          |
| Department of Correction - Uniform                  | 10,427         | 10,427         | 9,967          | 9,967          | 9,983          | 9,983          | 9,983          | 9,983          |
| Department of Correction - Civilian                 | 2,264          | 2,256          | 2,281          | 2,273          | 2,281          | 2,273          | 2,281          | 2,273          |
| Sanitation Department - Uniform                     | 7,543          | 7,543          | 7,634          | 7,634          | 7,647          | 7,647          | 7,647          | 7,647          |
| Sanitation Department - Civilian                    | 2,684          | 2,626          | 2,721          | 2,663          | 2,721          | 2,663          | 2,721          | 2,663          |
| <b>Subtotal</b>                                     | <b>94,109</b>  | <b>93,914</b>  | <b>93,596</b>  | <b>93,496</b>  | <b>93,650</b>  | <b>93,538</b>  | <b>93,649</b>  | <b>93,538</b>  |
| <b>Health and Human Services:</b>                   |                |                |                |                |                |                |                |                |
| Admin. For Children Services                        | 7,217          | 7,049          | 7,032          | 6,864          | 7,031          | 6,864          | 7,031          | 6,864          |
| Social Services                                     | 14,721         | 11,313         | 14,722         | 11,314         | 14,731         | 11,323         | 14,731         | 11,323         |
| Homeless Services                                   | 2,615          | 2,569          | 2,578          | 2,568          | 2,578          | 2,568          | 2,578          | 2,568          |
| Health and Mental Hygiene                           | 6,926          | 5,411          | 6,644          | 5,389          | 6,631          | 5,386          | 6,631          | 5,386          |
| <b>Subtotal</b>                                     | <b>31,479</b>  | <b>26,342</b>  | <b>30,976</b>  | <b>26,135</b>  | <b>30,971</b>  | <b>26,141</b>  | <b>30,971</b>  | <b>26,141</b>  |
| <b>Other Agencies:</b>                              |                |                |                |                |                |                |                |                |
| Housing Preservation and Development                | 2,579          | 800            | 2,522          | 787            | 2,517          | 784            | 2,512          | 784            |
| Environmental Protection                            | 6,539          | 271            | 6,507          | 273            | 6,367          | 273            | 6,438          | 273            |
| Finance   | 2,298          | 2,286          | 2,310          | 2,298          | 2,322          | 2,310          | 2,322          | 2,310          |
| Transportation                                      | 5,567          | 2,565          | 5,413          | 2,532          | 5,410          | 2,548          | 5,407          | 2,545          |
| Parks   | 7,861          | 7,135          | 7,453          | 6,749          | 7,491          | 6,787          | 7,488          | 6,784          |
| Citywide Administrative Services                    | 2,781          | 2,070          | 2,732          | 2,021          | 2,735          | 2,024          | 2,734          | 2,023          |
| All Other   | 22,386         | 18,757         | 21,954         | 18,624         | 21,857         | 18,657         | 21,819         | 18,648         |
| <b>Subtotal</b>                                     | <b>50,011</b>  | <b>33,884</b>  | <b>48,891</b>  | <b>33,284</b>  | <b>48,699</b>  | <b>33,383</b>  | <b>48,720</b>  | <b>33,367</b>  |
| <b>Education:</b>                                   |                |                |                |                |                |                |                |                |
| Department of Education - Pedagogical               | 120,470        | 92,162         | 121,483        | 92,828         | 121,783        | 93,249         | 123,225        | 93,076         |
| Department of Education - Civilian                  | 24,989         | 22,350         | 25,176         | 22,482         | 25,245         | 22,496         | 25,912         | 22,982         |
| City University - Pedagogical                       | 6,533          | 6,533          | 6,533          | 6,533          | 6,533          | 6,533          | 6,533          | 6,533          |
| City University - Civilian                          | 3,366          | 3,366          | 3,569          | 3,569          | 3,753          | 3,753          | 3,753          | 3,753          |
| <b>Subtotal</b>                                     | <b>155,358</b> | <b>124,411</b> | <b>156,761</b> | <b>125,412</b> | <b>157,314</b> | <b>126,031</b> | <b>159,423</b> | <b>126,344</b> |
| <b>Total Mayoral Agencies and Elected Officials</b> | <b>330,957</b> | <b>278,551</b> | <b>330,224</b> | <b>278,327</b> | <b>330,634</b> | <b>279,093</b> | <b>332,763</b> | <b>279,390</b> |
| <b>COVERED ORGANIZATIONS<sup>[1]</sup></b>          |                |                |                |                |                |                |                |                |
| Health + Hospitals                                  | 37,575         | 37,575         | 37,575         | 37,575         | 37,575         | 37,575         | 37,575         | 37,575         |
| Housing Authority                                   | 11,122         | —              | 11,082         | —              | 11,052         | —              | 11,039         | —              |
| Libraries   | 4,294          | 4,294          | 4,314          | 4,314          | 4,314          | 4,314          | 4,314          | 4,314          |
| Cultural Institutions <sup>[2]</sup>                | 1,350          | 1,350          | 1,350          | 1,350          | 1,350          | 1,350          | 1,350          | 1,350          |
| School Construction Authority                       | 865            | 865            | 865            | 865            | 865            | 865            | 865            | 865            |
| New York City Employees Retirement System           | 446            | 446            | 446            | 446            | 436            | 436            | 436            | 436            |
| Economic Development Corporation                    | 515            | 515            | 515            | 515            | 515            | 515            | 515            | 515            |
| Teachers Retirement System                          | 392            | 392            | 392            | 392            | 392            | 392            | 392            | 392            |
| Police Pension Fund                                 | 153            | 153            | 153            | 153            | 153            | 153            | 153            | 153            |
| Fire Pension Fund                                   | 50             | 50             | 50             | 50             | 50             | 50             | 50             | 50             |
| All Other <sup>[3]</sup>                            | 268            | 264            | 270            | 266            | 271            | 267            | 272            | 268            |
| <b>Subtotal</b>                                     | <b>57,030</b>  | <b>45,904</b>  | <b>57,012</b>  | <b>45,926</b>  | <b>56,973</b>  | <b>45,917</b>  | <b>56,961</b>  | <b>45,918</b>  |
| <b>Grand Total</b>                                  | <b>387,987</b> | <b>324,455</b> | <b>387,236</b> | <b>324,253</b> | <b>387,607</b> | <b>325,010</b> | <b>389,724</b> | <b>325,308</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.

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# Agency Five Year Summary

# Citywide Savings Program

(City Funds - \$ in 000's)

|                                       | Fiscal Year 2018   |                   |                    | Fiscal Year 2019   |                   |                    | Fiscal Year 2020   |                   |                    |
|---------------------------------------|--------------------|-------------------|--------------------|--------------------|-------------------|--------------------|--------------------|-------------------|--------------------|
|                                       | Expense            | Revenue           | Total              | Expense            | Revenue           | Total              | Expense            | Revenue           | Total              |
| <b>Uniformed Forces:</b>              |                    |                   |                    |                    |                   |                    |                    |                   |                    |
| Police                                | (\$621)            | \$—               | (\$621)            | (\$19,595)         | (\$762)           | (\$20,357)         | \$—                | (\$762)           | (\$762)            |
| Fire                                  | —                  | (1,500)           | (1,500)            | —                  | (1,500)           | (1,500)            | —                  | (1,500)           | (1,500)            |
| Correction                            | (10,176)           | —                 | (10,176)           | (55,186)           | —                 | (55,186)           | (55,186)           | —                 | (55,186)           |
| <b>Health and Welfare:</b>            |                    |                   |                    |                    |                   |                    |                    |                   |                    |
| Youth and Community Dev.              | (5,000)            | —                 | (5,000)            | —                  | —                 | —                  | —                  | —                 | —                  |
| Health and Mental Hygiene             | (62,900)           | —                 | (62,900)           | —                  | —                 | —                  | —                  | —                 | —                  |
| <b>Other Agencies:</b>                |                    |                   |                    |                    |                   |                    |                    |                   |                    |
| Finance                               | —                  | —                 | —                  | —                  | (53,210)          | (53,210)           | —                  | (53,139)          | (53,139)           |
| Transportation                        | (11,305)           | —                 | (11,305)           | (7,258)            | —                 | (7,258)            | (252)              | —                 | (252)              |
| Parks and Recreation                  | (1,000)            | (3,500)           | (4,500)            | —                  | (3,500)           | (3,500)            | —                  | —                 | —                  |
| Citywide Administrative Services      | (925)              | (1,300)           | (2,225)            | (2,870)            | (1,000)           | (3,870)            | —                  | —                 | —                  |
| All Other Agencies                    | (47,959)           | (4,949)           | (52,908)           | (25,212)           | (4,754)           | (29,966)           | (7,314)            | (4,413)           | (11,727)           |
| <b>Education:</b>                     |                    |                   |                    |                    |                   |                    |                    |                   |                    |
| Education                             | (105,336)          | —                 | (105,336)          | (105,726)          | —                 | (105,726)          | (100,085)          | —                 | (100,085)          |
| <b>Other:</b>                         |                    |                   |                    |                    |                   |                    |                    |                   |                    |
| Citywide Savings Initiatives          | —                  | —                 | —                  | (9,563)            | —                 | (9,563)            | (12,363)           | —                 | (12,363)           |
| Miscellaneous                         | (87,022)           | —                 | (87,022)           | (55,921)           | —                 | (55,921)           | (55,921)           | —                 | (55,921)           |
| Debt Service                          | (88,652)           | —                 | (88,652)           | (67,371)           | —                 | (67,371)           | (47,840)           | —                 | (47,840)           |
| Procurement Savings                   | —                  | —                 | —                  | (55,519)           | —                 | (55,519)           | —                  | —                 | —                  |
| <b>Total Citywide Savings Program</b> | <b>(\$420,896)</b> | <b>(\$11,249)</b> | <b>(\$432,145)</b> | <b>(\$404,221)</b> | <b>(\$64,726)</b> | <b>(\$468,947)</b> | <b>(\$278,961)</b> | <b>(\$59,814)</b> | <b>(\$338,775)</b> |

# Citywide Savings Program

(City Funds - \$ in 000's)

|                                    | Fiscal Year 2018  |                  |                   | Fiscal Year 2019  |                  |                   | Fiscal Year 2020 |                  |                   |
|------------------------------------|-------------------|------------------|-------------------|-------------------|------------------|-------------------|------------------|------------------|-------------------|
|                                    | Expense           | Revenue          | Total             | Expense           | Revenue          | Total             | Expense          | Revenue          | Total             |
| <b>All Other Agencies:</b>         |                   |                  |                   |                   |                  |                   |                  |                  |                   |
| Mayoralty                          | (\$1,742)         | \$—              | (\$1,742)         | (\$299)           | \$—              | (\$299)           | \$—              | \$—              | \$—               |
| Campaign Finance Board             | (13,000)          | —                | (13,000)          | —                 | —                | —                 | —                | —                | —                 |
| Emergency Management               | (102)             | —                | (102)             | —                 | —                | —                 | —                | —                | —                 |
| Administrative Tax Appeals         | (52)              | (40)             | (92)              | (43)              | (39)             | (82)              | —                | —                | —                 |
| Law                                | (4,208)           | —                | (4,208)           | (3,918)           | —                | (3,918)           | —                | —                | —                 |
| City Planning                      | (500)             | —                | (500)             | —                 | —                | —                 | —                | —                | —                 |
| Board of Correction                | (56)              | —                | (56)              | (60)              | —                | (60)              | —                | —                | —                 |
| City Clerk                         | (163)             | —                | (163)             | (60)              | —                | (60)              | —                | —                | —                 |
| Cultural Affairs                   | (2,000)           | —                | (2,000)           | —                 | —                | —                 | (1,000)          | —                | (1,000)           |
| Financial Info. Services Agency    | (547)             | —                | (547)             | (110)             | —                | (110)             | —                | —                | —                 |
| Payroll Admin.                     | (205)             | —                | (205)             | (145)             | —                | (145)             | (25)             | —                | (25)              |
| Civil Service                      | (22)              | —                | (22)              | (22)              | —                | (22)              | —                | —                | —                 |
| Landmarks Preservation             | —                 | (115)            | (115)             | —                 | (115)            | (115)             | —                | —                | —                 |
| Taxi and Limousine                 | —                 | (1,100)          | (1,100)           | —                 | (1,100)          | (1,100)           | —                | (1,100)          | (1,100)           |
| Probation                          | (1,304)           | —                | (1,304)           | (198)             | —                | (198)             | —                | —                | —                 |
| Small Business Services            | (1,722)           | —                | (1,722)           | (961)             | —                | (961)             | (872)            | —                | (872)             |
| Buildings                          | —                 | (3,694)          | (3,694)           | —                 | (3,288)          | (3,288)           | —                | (3,313)          | (3,313)           |
| Administrative Trials and Hearings | (819)             | —                | (819)             | (995)             | —                | (995)             | —                | —                | —                 |
| Environmental Protection           | (16,405)          | —                | (16,405)          | (12,242)          | —                | (12,242)          | —                | —                | —                 |
| Business Integrity                 | —                 | —                | —                 | —                 | (172)            | (172)             | —                | —                | —                 |
| DOITT                              | (4,957)           | —                | (4,957)           | (6,071)           | —                | (6,071)           | (5,417)          | —                | (5,417)           |
| Records and Info. Services         | (155)             | —                | (155)             | (88)              | (40)             | (128)             | —                | —                | —                 |
| <b>Total All Other Agencies</b>    | <b>(\$47,959)</b> | <b>(\$4,949)</b> | <b>(\$52,908)</b> | <b>(\$25,212)</b> | <b>(\$4,754)</b> | <b>(\$29,966)</b> | <b>(\$7,314)</b> | <b>(\$4,413)</b> | <b>(\$11,727)</b> |

# Citywide Savings Program

(City Funds - \$ in 000's)

|                                       | Fiscal Year 2021   |                   |                    | Fiscal Year 2022   |                   |                    |
|---------------------------------------|--------------------|-------------------|--------------------|--------------------|-------------------|--------------------|
|                                       | Expense            | Revenue           | Total              | Expense            | Revenue           | Total              |
| <b>Uniformed Forces:</b>              |                    |                   |                    |                    |                   |                    |
| Police                                | \$—                | (\$762)           | (\$762)            | \$—                | (\$762)           | (\$762)            |
| Fire                                  | —                  | (1,500)           | (1,500)            | —                  | (1,500)           | (1,500)            |
| Correction                            | (55,186)           | —                 | (55,186)           | (55,186)           | —                 | (55,186)           |
| <b>Health and Welfare:</b>            |                    |                   |                    |                    |                   |                    |
| Youth and Community Dev.              | —                  | —                 | —                  | —                  | —                 | —                  |
| Health and Mental Hygiene             | —                  | —                 | —                  | —                  | —                 | —                  |
| <b>Other Agencies:</b>                |                    |                   |                    |                    |                   |                    |
| Finance                               | —                  | (53,139)          | (53,139)           | —                  | (53,117)          | (53,117)           |
| Transportation                        | (252)              | —                 | (252)              | (252)              | —                 | (252)              |
| Parks and Recreation                  | —                  | —                 | —                  | —                  | —                 | —                  |
| Citywide Administrative Services      | —                  | —                 | —                  | —                  | —                 | —                  |
| All Other Agencies                    | (7,107)            | (4,272)           | (11,379)           | (7,107)            | (4,444)           | (11,551)           |
| <b>Education:</b>                     |                    |                   |                    |                    |                   |                    |
| Education                             | (100,085)          | —                 | (100,085)          | (100,085)          | —                 | (100,085)          |
| <b>Other:</b>                         |                    |                   |                    |                    |                   |                    |
| Citywide Savings Initiatives          | (14,889)           | —                 | (14,889)           | (16,714)           | —                 | (16,714)           |
| Miscellaneous                         | (55,921)           | —                 | (55,921)           | (55,921)           | —                 | (55,921)           |
| Debt Service                          | (47,835)           | —                 | (47,835)           | (823)              | —                 | (823)              |
| Procurement Savings                   | —                  | —                 | —                  | —                  | —                 | —                  |
| <b>Total Citywide Savings Program</b> | <b>(\$281,275)</b> | <b>(\$59,673)</b> | <b>(\$340,948)</b> | <b>(\$236,088)</b> | <b>(\$59,823)</b> | <b>(\$295,911)</b> |



# Citywide Savings Program

(City Funds - \$ in 000's)

|                                    | Fiscal Year 2021 |                  |                   | Fiscal Year 2022 |                  |                   |
|------------------------------------|------------------|------------------|-------------------|------------------|------------------|-------------------|
|                                    | Expense          | Revenue          | Total             | Expense          | Revenue          | Total             |
| <b>All Other Agencies:</b>         |                  |                  |                   |                  |                  |                   |
| Mayoralty                          | \$—              | \$—              | \$—               | \$—              | \$—              | \$—               |
| Campaign Finance Board             | —                | —                | —                 | —                | —                | —                 |
| Emergency Management               | —                | —                | —                 | —                | —                | —                 |
| Administrative Tax Appeals         | —                | —                | —                 | —                | —                | —                 |
| Law                                | —                | —                | —                 | —                | —                | —                 |
| City Planning                      | —                | —                | —                 | —                | —                | —                 |
| Board of Correction                | —                | —                | —                 | —                | —                | —                 |
| City Clerk                         | —                | —                | —                 | —                | —                | —                 |
| Cultural Affairs                   | (1,000)          | —                | (1,000)           | (1,000)          | —                | (1,000)           |
| Financial Info. Services Agency    | —                | —                | —                 | —                | —                | —                 |
| Payroll Admin.                     | (25)             | —                | (25)              | (25)             | —                | (25)              |
| Civil Service                      | —                | —                | —                 | —                | —                | —                 |
| Landmarks Preservation             | —                | —                | —                 | —                | —                | —                 |
| Taxi and Limousine                 | —                | (1,100)          | (1,100)           | —                | (1,100)          | (1,100)           |
| Probation                          | —                | —                | —                 | —                | —                | —                 |
| Small Business Services            | (665)            | —                | (665)             | (665)            | —                | (665)             |
| Buildings                          | —                | (3,172)          | (3,172)           | —                | (3,172)          | (3,172)           |
| Administrative Trials and Hearings | —                | —                | —                 | —                | —                | —                 |
| Environmental Protection           | —                | —                | —                 | —                | —                | —                 |
| Business Integrity                 | —                | —                | —                 | —                | (172)            | (172)             |
| DOITT                              | (5,417)          | —                | (5,417)           | (5,417)          | —                | (5,417)           |
| Records and Info. Services         | —                | —                | —                 | —                | —                | —                 |
| <b>Total All Other Agencies</b>    | <b>(\$7,107)</b> | <b>(\$4,272)</b> | <b>(\$11,379)</b> | <b>(\$7,107)</b> | <b>(\$4,444)</b> | <b>(\$11,551)</b> |

## AGENCY FIVE YEAR SUMMARY

### Police Department

|   | FY 2018                      | FY 2019                   | FY 2020                   | FY 2021                   | FY 2022                   |
|---|------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| <b><u>Dollars</u></b>                   | <i>(City Funds in 000's)</i> |                           |                           |                           |                           |
| Baseline Per November 2017 Plan         | \$5,169,173                  | \$5,225,620               | \$5,218,991               | \$5,188,180               | \$5,188,180               |
| Citywide Savings Program                | (621)                        | (20,357)                  | (762)                     | (762)                     | (762)                     |
| Less Citywide Savings Program (Revenue) | -                            | 762                       | 762                       | 762                       | 762                       |
| Expenditure Increases / Re-estimates    | 9,620                        | 27,032                    | 18,588                    | 17,451                    | 17,477                    |
| <b>February 2018 Financial Plan</b>     | <b><u>\$5,178,172</u></b>    | <b><u>\$5,233,057</u></b> | <b><u>\$5,237,579</u></b> | <b><u>\$5,205,631</u></b> | <b><u>\$5,205,657</u></b> |
| <b><u>Headcount</u></b>                 | <i>(City Funded)</i>         |                           |                           |                           |                           |
| Baseline Per November 2017 Plan         | 35,914 U                     | 35,914 U                  | 35,914 U                  | 35,914 U                  | 35,914 U                  |
|   | 15,967 C                     | 15,807 C                  | 15,807 C                  | 15,807 C                  | 15,807 C                  |
| Expenditure Increases / Re-estimates    | 4 U                          | 27 U                      | 27 U                      | 27 U                      | 27 U                      |
| <b>February 2018 Financial Plan</b>     | <b>35,918 U</b>              | <b>35,941 U</b>           | <b>35,941 U</b>           | <b>35,941 U</b>           | <b>35,941 U</b>           |
|   | <b><u>15,967 C</u></b>       | <b><u>15,807 C</u></b>    | <b><u>15,807 C</u></b>    | <b><u>15,807 C</u></b>    | <b><u>15,807 C</u></b>    |

C = Civilian, P = Pedagogical, U = Uniform

## Citywide Savings Program

### Police Department

| Description   | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |                 |              |              |              |
|---|---------------------------------|-----------------------|-----------------|--------------|--------------|--------------|
|   |                                 | FY 2018               | FY 2019         | FY 2020      | FY 2021      | FY 2022      |
| <b><u>Programming Accruals</u></b><br>Programming accruals as a result of an extended construction build-out for NYPD's community center.   |                                 | (621)                 | --              | --           | --           | --           |
| <b><u>Increased Reimbursements for Athletic Events</u></b><br>The New York City Police Department will generate additional revenue from fees charged for traffic management at annual non-charitable athletic events. |                                 | --                    | (762)           | (762)        | (762)        | (762)        |
| <b><u>Civilian Accruals</u></b><br>Savings as a result of delayed civilian hiring.  |                                 | --                    | (19,595)        | --           | --           | --           |
| <b>Total Agency: Citywide Savings Program</b>   |                                 | <b>(621)</b>          | <b>(20,357)</b> | <b>(762)</b> | <b>(762)</b> | <b>(762)</b> |

## Expenditure Increases/Re-estimates

### Police Department

| Description   | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |         |         |         |         |
|---|---------------------------------|-----------------------|---------|---------|---------|---------|
|   |                                 | FY 2018               | FY 2019 | FY 2020 | FY 2021 | FY 2022 |
| <b><u>Body Worn Cameras - Contract</u></b><br>Costs tied to the contract for the purchase and maintenance of the Body Worn Cameras.   |                                 | --                    | 8,302   | 7,844   | 7,844   | 7,844   |
| <b><u>Implicit Bias Training Contract</u></b><br>Contractual cost to train uniformed personnel on identifying and combatting the negative effects of implicit biases.   |                                 | 1,135                 | 2,269   | 1,135   | --      | --      |
| <b><u>Lease Adjustments</u></b><br>Lease adjustments.   |                                 | 317                   | 2,588   | 4,659   | 4,659   | 4,687   |
| <b><u>Taser Expansion</u></b><br>Expansion of the Taser Program.  |                                 | 3,114                 | 7,267   | 335     | 335     | 335     |
| <b><u>Co-Response Teams and Triage Desk Extended Coverage</u></b><br>Extend coverage of DOHMH/NYPD Co-Response Teams and the Triage Desk to intervene on behalf of people with behavioral health crises.            | 27 U                            | 127                   | 2,828   | 2,828   | 2,828   | 2,828   |
| <b><u>Body Worn Cameras - Connectivity</u></b><br>Costs tied to additional bandwidth at NYPD facilities to accomodate faster video footage uploads as part of the Body Worn Camera program.                         |                                 | 500                   | 600     | 609     | 609     | 609     |
| <b><u>Body Worn Cameras - Fiber Network</u></b><br>Costs tied to the improvement of NYPD's fiber network for the Body Worn Camera program.  |                                 | 1,000                 | 1,000   | 1,041   | 1,041   | 1,041   |
| <b><u>Body Worn Cameras - Technology and Network Enhancements</u></b><br>Improvements to NYPD facility equipment and network cabling to accomodate the power and data transmission needs for the body worn cameras. |                                 | 3,600                 | 2,030   | --      | --      | --      |
| <b><u>Body Worn Cameras - Space Build-Out</u></b><br>Space build-out for new units tied to the Body Worn Camera program.  |                                 | 766                   | 25      | --      | --      | --      |
| <b><u>DC37 Collective Bargaining Adjustment</u></b><br>DC37 collective bargaining adjustment.   |                                 | (8)                   | (8)     | (8)     | (8)     | (8)     |

## Expenditure Increases/Re-estimates

### Police Department

| Description  | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |               |               |               |               |
|--|---------------------------------|-----------------------|---------------|---------------|---------------|---------------|
|  |                                 | FY 2018               | FY 2019       | FY 2020       | FY 2021       | FY 2022       |
| <b><u>JTP &amp; SCG Collective Bargaining Adjustment</u></b><br>Collective bargaining adjustment for Job Training Participant and School Crossing Guard. |                                 | 45                    | 90            | 90            | 90            | 90            |
| <b><u>Elevator Mechanic Collective Bargaining Adjustment</u></b><br>Collective bargaining adjustment for elevator mechanic.                              |                                 | 24                    | 41            | 55            | 53            | 51            |
| <b><u>Lease Adjustment</u></b><br>Lease adjustment   |                                 | (1,000)               | --            | --            | --            | --            |
| <b>Total Agency: Expenditure Increases/Re-estimates</b>  | <b>27 U</b>                     | <b>9,620</b>          | <b>27,032</b> | <b>18,588</b> | <b>17,451</b> | <b>17,477</b> |

## AGENCY FIVE YEAR SUMMARY

### Fire Department

|   | FY 2018                      | FY 2019                   | FY 2020                   | FY 2021                   | FY 2022                   |
|---|------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| <b><u>Dollars</u></b>                   | <i>(City Funds in 000's)</i> |                           |                           |                           |                           |
| Baseline Per November 2017 Plan         | \$1,787,584                  | \$1,759,764               | \$1,786,733               | \$1,786,187               | \$1,786,187               |
| Citywide Savings Program                | (1,500)                      | (1,500)                   | (1,500)                   | (1,500)                   | (1,500)                   |
| Less Citywide Savings Program (Revenue) | 1,500                        | 1,500                     | 1,500                     | 1,500                     | 1,500                     |
| Expenditure Increases / Re-estimates    | 10,095                       | 7,053                     | 6,269                     | 6,347                     | 6,347                     |
| <b>February 2018 Financial Plan</b>     | <b><u>\$1,797,679</u></b>    | <b><u>\$1,766,817</u></b> | <b><u>\$1,793,002</u></b> | <b><u>\$1,792,534</u></b> | <b><u>\$1,792,534</u></b> |
| <b><u>Headcount</u></b>                 | <i>(City Funded)</i>         |                           |                           |                           |                           |
| Baseline Per November 2017 Plan         | 10,906 U                     | 10,938 U                  | 10,938 U                  | 10,938 U                  | 10,938 U                  |
|   | 6,149 C                      | 6,142 C                   | 6,142 C                   | 6,142 C                   | 6,142 C                   |
| Expenditure Increases / Re-estimates    | 63 C                         | 64 C                      | 64 C                      | 64 C                      | 64 C                      |
| <b>February 2018 Financial Plan</b>     | <b><u>10,906 U</u></b>       | <b><u>10,938 U</u></b>    | <b><u>10,938 U</u></b>    | <b><u>10,938 U</u></b>    | <b><u>10,938 U</u></b>    |
|   | <b><u>6,212 C</u></b>        | <b><u>6,206 C</u></b>     | <b><u>6,206 C</u></b>     | <b><u>6,206 C</u></b>     | <b><u>6,206 C</u></b>     |

C = Civilian, P = Pedagogical, U = Uniform

## Citywide Savings Program

### Fire Department

| Description   | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |                |                |                |                |
|---|---------------------------------|-----------------------|----------------|----------------|----------------|----------------|
|   |                                 | FY 2018               | FY 2019        | FY 2020        | FY 2021        | FY 2022        |
| <p><b><u>Fire Prevention Revenue</u></b></p> <p>The Bureau of Fire Prevention is projected to generate additional revenue from increased safety inspections. This trend is expected to continue in the out years.</p> |                                 | (1,500)               | (1,500)        | (1,500)        | (1,500)        | (1,500)        |
| <b>Total Agency: Citywide Savings Program</b>   |                                 | <b>(1,500)</b>        | <b>(1,500)</b> | <b>(1,500)</b> | <b>(1,500)</b> | <b>(1,500)</b> |

## Expenditure Increases/Re-estimates

### Fire Department

| Description   | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |         |         |         |         |
|---|---------------------------------|-----------------------|---------|---------|---------|---------|
|   |                                 | FY 2018               | FY 2019 | FY 2020 | FY 2021 | FY 2022 |
| <p><b><u>Bureau of Fire Prevention</u></b></p> <p>The Bureau of Fire Prevention will generate additional revenue from increased activities, including a new decal and tag program in the Public Certifications Unit. Revenue will offset the expenses associated with the new service and general support staff in other units.</p> | 6 C                             | 1,795                 | 1,567   | 1,564   | 1,564   | 1,564   |
| <p><b><u>Recruitment</u></b></p> <p>Funding to support additional costs tied to firefighter hiring and an additional position for the EEO Office.</p>   | 1 C                             | 181                   | 100     | 100     | 100     | 100     |
| <p><b><u>EMS Ambulance Tours</u></b></p> <p>Funding for 3 Basic Life Support (BLS) tours previously operated by New York Community Hospital to help maintain existing EMS service levels.</p>   | 15 C                            | 443                   | 855     | 863     | 941     | 941     |
| <p><b><u>Fire Operations</u></b></p> <p>Baseline funding for a second pair of boots for new firefighter hires, equipment for the Post Emergency Canvassing Operation (PECO) program, and costs associated with radio training.</p>  |                                 | 1,195                 | 663     | 205     | 205     | 205     |
| <p><b><u>Bureau of Facilities</u></b></p> <p>Funding to repair a wave fence at Marine 9 and costs for retrofitting a vacant lot for FDNY fleet storage. Additionally, funding for three stockworkers and two plumbers which are necessary to comply with new Federal fuel tank storage regulations.</p>                             | 5 C                             | 1,609                 | 209     | 209     | 209     | 209     |
| <p><b><u>Bureau of Support Services</u></b></p> <p>Funding to support outfitting of a recently leased space and other communication network maintenance costs.</p>  |                                 | 613                   | 144     | 74      | 74      | 74      |
| <p><b><u>Bureau of Communications</u></b></p> <p>Funding to support the creation of a Joint Operations Center for Fire/EMS dispatch as well as funding to support the development of FDNY's new computer aided dispatch system.</p>   | 36 C                            | 1,127                 | 2,104   | 2,104   | 2,104   | 2,104   |



## Expenditure Increases/Re-estimates

### Fire Department

| Description   | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |              |              |              |              |
|---|---------------------------------|-----------------------|--------------|--------------|--------------|--------------|
|   |                                 | FY 2018               | FY 2019      | FY 2020      | FY 2021      | FY 2022      |
| <b><u>Bureau of Technology</u></b><br>Funding to support IT maintenance and replacement of equipment that has reached the end of its useful life. This will also support the purchase of critical items not eligible for capital funding. |                                 | 3,096                 | 1,340        | 1,079        | 1,079        | 1,079        |
| <b><u>MWBE Staffing</u></b><br>Funding for an additional position to support FDNY's Minority/Women Business Enterprise (MWBE) procurement program.  | 1 C                             | 36                    | 71           | 71           | 71           | 71           |
| <b>Total Agency: Expenditure Increases/Re-estimates</b>   | <b>64 C</b>                     | <b>10,095</b>         | <b>7,053</b> | <b>6,269</b> | <b>6,347</b> | <b>6,347</b> |

## AGENCY FIVE YEAR SUMMARY

### Department of Correction

|                                      | FY 2018                            | FY 2019                           | FY 2020                           | FY 2021                           | FY 2022                           |
|--------------------------------------|------------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| <b><u>Dollars</u></b>                | <i>(City Funds in 000's)</i>       |                                   |                                   |                                   |                                   |
| Baseline Per November 2017 Plan      | \$1,434,181                        | \$1,425,838                       | \$1,441,493                       | \$1,452,122                       | \$1,452,122                       |
| Citywide Savings Program             | (10,176)                           | (55,186)                          | (55,186)                          | (55,186)                          | (55,186)                          |
| Expenditure Increases / Re-estimates | 13,799                             | 23,520                            | 20,752                            | 20,769                            | 20,787                            |
| <b>February 2018 Financial Plan</b>  | <b><u>\$1,437,804</u></b>          | <b><u>\$1,394,172</u></b>         | <b><u>\$1,407,059</u></b>         | <b><u>\$1,417,705</u></b>         | <b><u>\$1,417,723</u></b>         |
| <b><u>Headcount</u></b>              | <i>(City Funded)</i>               |                                   |                                   |                                   |                                   |
| Baseline Per November 2017 Plan      | 10,420 U<br>2,164 C                | 10,459 U<br>2,164 C               | 10,475 U<br>2,164 C               | 10,475 U<br>2,164 C               | 10,475 U<br>2,164 C               |
| Citywide Savings Program             | -                                  | (698) U                           | (698) U                           | (698) U                           | (698) U                           |
| Expenditure Increases / Re-estimates | 7 U<br>23 C                        | 206 U<br>30 C                     | 206 U<br>30 C                     | 206 U<br>30 C                     | 206 U<br>30 C                     |
| <b>February 2018 Financial Plan</b>  | <b>10,427 U<br/><u>2,187 C</u></b> | <b>9,967 U<br/><u>2,194 C</u></b> | <b>9,983 U<br/><u>2,194 C</u></b> | <b>9,983 U<br/><u>2,194 C</u></b> | <b>9,983 U<br/><u>2,194 C</u></b> |

C = Civilian, P = Pedagogical, U = Uniform

## Citywide Savings Program

### Department of Correction

| Description  | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |          |          |          |          |
|--|---------------------------------|-----------------------|----------|----------|----------|----------|
|  |                                 | FY 2018               | FY 2019  | FY 2020  | FY 2021  | FY 2022  |
| <p><b><u>Close GMDC Jail on Rikers Island</u></b><br/>                     Savings from the closure of the George Motchan Detention Center on Rikers Island.</p> | (698) U                         | (10,176)              | (55,186) | (55,186) | (55,186) | (55,186) |
| <b>Total Agency: Citywide Savings Program</b>  | (698) U                         | (10,176)              | (55,186) | (55,186) | (55,186) | (55,186) |

## Expenditure Increases/Re-estimates

### Department of Correction

| Description  | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |               |               |               |               |
|--|---------------------------------|-----------------------|---------------|---------------|---------------|---------------|
|  |                                 | FY 2018               | FY 2019       | FY 2020       | FY 2021       | FY 2022       |
| <b><u>CARE Unit Expansion</u></b>  | 7 U                             | 1,170                 | 1,110         | 1,110         | 1,110         | 1,110         |
| Expand the Correction Assistance Response for Employees (CARE) Unit.                                 | 6 C                             |                       |               |               |               |               |
| <b><u>Visitor Transportation to Rikers Island</u></b>  | 17 C                            | 846                   | 1,692         | 1,692         | 1,692         | 1,692         |
| Expanded transportation to Rikers Island for visitors.   |                                 |                       |               |               |               |               |
| <b><u>Central Visits Renovations</u></b>   |                                 | 1,000                 | --            | --            | --            | --            |
| Renovate central visit areas.  |                                 |                       |               |               |               |               |
| <b><u>John Jay HVAC Work</u></b>   |                                 | 929                   | 2,372         | --            | --            | --            |
| Additional HVAC work at CUNY John Jay to support new recruit training.                               |                                 |                       |               |               |               |               |
| <b><u>Additional Posts in Specific Housing Areas</u></b>   | 184 U                           | 8,176                 | 13,967        | 13,967        | 13,967        | 13,967        |
| Additional active supervision posts in specific housing units.                                       | 2 C                             |                       |               |               |               |               |
| <b><u>Compliance Unit</u></b>  | 12 U                            | 761                   | 1,522         | 1,522         | 1,522         | 1,522         |
| Create a Nunez Compliance Unit to monitor and implement reforms.                                     |                                 |                       |               |               |               |               |
| <b><u>Investigations Case Management System</u></b>  |                                 | 917                   | 1,268         | 872           | 889           | 907           |
| Funding of annual maintenance costs and scope changes for the Investigations Case Management System. |                                 |                       |               |               |               |               |
| <b><u>Improve Outcomes for Women in Jail</u></b>   | 3 U                             | --                    | 1,589         | 1,589         | 1,589         | 1,589         |
| Funding to improve outcomes for women in jail.   | 5 C                             |                       |               |               |               |               |
| <b>Total Agency: Expenditure Increases/Re-estimates</b>  | <b>206 U<br/>30 C</b>           | <b>13,799</b>         | <b>23,520</b> | <b>20,752</b> | <b>20,769</b> | <b>20,787</b> |

## AGENCY FIVE YEAR SUMMARY

### Department of Sanitation

|                                      | FY 2018                      | FY 2019                   | FY 2020                   | FY 2021                   | FY 2022                   |
|--------------------------------------|------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| <b><u>Dollars</u></b>                | <i>(City Funds in 000's)</i> |                           |                           |                           |                           |
| Baseline Per November 2017 Plan      | \$1,665,903                  | \$1,690,450               | \$1,704,120               | \$1,701,745               | \$1,701,745               |
| Expenditure Increases / Re-estimates | 5,128                        | 5,024                     | 5,118                     | 5,294                     | 5,745                     |
| <b>February 2018 Financial Plan</b>  | <b><u>\$1,671,031</u></b>    | <b><u>\$1,695,474</u></b> | <b><u>\$1,709,238</u></b> | <b><u>\$1,707,039</u></b> | <b><u>\$1,707,490</u></b> |
| <b><u>Headcount</u></b>              | <i>(City Funded)</i>         |                           |                           |                           |                           |
| Baseline Per November 2017 Plan      | 7,503 U                      | 7,594 U                   | 7,607 U                   | 7,607 U                   | 7,607 U                   |
|                                      | 2,193 C                      | 2,221 C                   | 2,221 C                   | 2,221 C                   | 2,221 C                   |
| Expenditure Increases / Re-estimates | 40 U                         | 40 U                      | 40 U                      | 40 U                      | 40 U                      |
|                                      | 17 C                         | 23 C                      | 23 C                      | 23 C                      | 23 C                      |
| <b>February 2018 Financial Plan</b>  | <b>7,543 U</b>               | <b>7,634 U</b>            | <b>7,647 U</b>            | <b>7,647 U</b>            | <b>7,647 U</b>            |
|                                      | <b><u>2,210 C</u></b>        | <b><u>2,244 C</u></b>     | <b><u>2,244 C</u></b>     | <b><u>2,244 C</u></b>     | <b><u>2,244 C</u></b>     |

C = Civilian, P = Pedagogical, U = Uniform

## Expenditure Increases/Re-estimates

### Department of Sanitation

| Description  | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |              |              |              |              |
|--|---------------------------------|-----------------------|--------------|--------------|--------------|--------------|
|  |                                 | FY 2018               | FY 2019      | FY 2020      | FY 2021      | FY 2022      |
| <b><u>Lease Adjustment</u></b>   |                                 | (427)                 | --           | --           | --           | --           |
| Lease adjustment   |                                 |                       |              |              |              |              |
| <b><u>Organics Program</u></b>   |                                 | 462                   | --           | --           | --           | --           |
| Funding for drop-off sites to continue to expand the organics program.   |                                 |                       |              |              |              |              |
| <b><u>Rat Mitigation</u></b>   | 40 U                            | 3,151                 | 2,342        | 2,420        | 2,588        | 3,039        |
| Funding for a multi-agency plan to reduce the City's rat population in three pilot mitigation zones. This will support additional basket service, additional curbside collection and new rat-resistant litter baskets. |                                 |                       |              |              |              |              |
| <b><u>Food Donation Portal</u></b>   | 1 C                             | 118                   | 120          | 120          | 70           | 70           |
| Funding for research, staff and marketing needs to comply with Local Law 176, which requires DSNY to create and maintain a web portal to connect prospective donors and recipients of food waste.                      |                                 |                       |              |              |              |              |
| <b><u>24x6 Information Technology Staff</u></b>  | 10 C                            | 1,101                 | 1,101        | 1,101        | 1,101        | 1,101        |
| Funding to increase headcount for the Bureau of Information Technology to provide 24x6 staffing for critical agency operations.  |                                 |                       |              |              |              |              |
| <b><u>Marine Transfer Station Maintenance Staff</u></b>  | 12 C                            | 723                   | 1,461        | 1,477        | 1,535        | 1,535        |
| Funding for additional maintenance staff at marine transfer stations.  |                                 |                       |              |              |              |              |
| <b>Total Agency: Expenditure Increases/Re-estimates</b>  | <b>40 U<br/>23 C</b>            | <b>5,128</b>          | <b>5,024</b> | <b>5,118</b> | <b>5,294</b> | <b>5,745</b> |

## AGENCY FIVE YEAR SUMMARY

### Administration for Children's Services

|                                      | FY 2018                      | FY 2019                 | FY 2020                 | FY 2021                 | FY 2022                 |
|--------------------------------------|------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| <b><u>Dollars</u></b>                | <i>(City Funds in 000's)</i> |                         |                         |                         |                         |
| Baseline Per November 2017 Plan      | \$1,024,640                  | \$788,748               | \$799,488               | \$802,525               | \$802,525               |
| Expenditure Increases / Re-estimates | 2,340                        | -                       | -                       | -                       | -                       |
| <b>February 2018 Financial Plan</b>  | <b><u>\$1,026,980</u></b>    | <b><u>\$788,748</u></b> | <b><u>\$799,488</u></b> | <b><u>\$802,525</u></b> | <b><u>\$802,525</u></b> |
| <b><u>Headcount</u></b>              | <i>(City Funded)</i>         |                         |                         |                         |                         |
| Baseline Per November 2017 Plan      | 6,989                        | 6,806                   | 6,806                   | 6,806                   | 6,806                   |
| Expenditure Increases / Re-estimates | 2                            | -                       | -                       | -                       | -                       |
| <b>February 2018 Financial Plan</b>  | <b><u>6,991</u></b>          | <b><u>6,806</u></b>     | <b><u>6,806</u></b>     | <b><u>6,806</u></b>     | <b><u>6,806</u></b>     |

C = Civilian, P = Pedagogical, U = Uniform

## Expenditure Increases/Re-estimates

### Administration for Children's Services

| Description  | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |           |           |           |           |
|--|---------------------------------|-----------------------|-----------|-----------|-----------|-----------|
|  |                                 | FY 2018               | FY 2019   | FY 2020   | FY 2021   | FY 2022   |
| <u>Juveniles Program (STSJP) Funding Transfer</u>                          |                                 | 2,490                 | --        | --        | --        | --        |
| <u>Crisis Management System - Transfer of Cure Violence Funds from ACS</u> |                                 | (150)                 | --        | --        | --        | --        |
| <b>Total Agency: Expenditure Increases/Re-estimates</b>                    |                                 | <b>2,340</b>          | <b>--</b> | <b>--</b> | <b>--</b> | <b>--</b> |



## AGENCY FIVE YEAR SUMMARY

### Department of Social Services

|                                      | FY 2018                          | FY 2019                          | FY 2020                          | FY 2021                          | FY 2022                          |
|--------------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|
| <b><u>Dollars</u></b>                | <i>(City Funds in 000's)</i>     |                                  |                                  |                                  |                                  |
| Baseline Per November 2017 Plan      | \$7,570,390                      | \$7,558,707                      | \$7,603,866                      | \$7,617,993                      | \$7,617,993                      |
| Expenditure Increases / Re-estimates | 3,020                            | 4,875                            | 574                              | (6,995)                          | (15,802)                         |
| <b>February 2018 Financial Plan</b>  | <b><u><u>\$7,573,410</u></u></b> | <b><u><u>\$7,563,582</u></u></b> | <b><u><u>\$7,604,440</u></u></b> | <b><u><u>\$7,610,998</u></u></b> | <b><u><u>\$7,602,191</u></u></b> |
| <b><u>Headcount</u></b>              | <i>(City Funded)</i>             |                                  |                                  |                                  |                                  |
| Baseline Per November 2017 Plan      | 11,287                           | 11,288                           | 11,297                           | 11,297                           | 11,297                           |
| Expenditure Increases / Re-estimates | 23                               | 23                               | 23                               | 23                               | 23                               |
| <b>February 2018 Financial Plan</b>  | <b><u><u>11,310</u></u></b>      | <b><u><u>11,311</u></u></b>      | <b><u><u>11,320</u></u></b>      | <b><u><u>11,320</u></u></b>      | <b><u><u>11,320</u></u></b>      |

C = Civilian, P = Pedagogical, U = Uniform

## Expenditure Increases/Re-estimates

### Department of Social Services

| Description   | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |              |            |                |                 |
|---|---------------------------------|-----------------------|--------------|------------|----------------|-----------------|
|   |                                 | FY 2018               | FY 2019      | FY 2020    | FY 2021        | FY 2022         |
| <b><u>NYC 15/15 Funding Adjustment</u></b>  |                                 | --                    | (968)        | (5,269)    | (12,838)       | (21,645)        |
| Transfer of funds from HRA to HPD for supportive housing rental assistance in NYC 15/15 congregate units. |                                 |                       |              |            |                |                 |
| <b><u>Wage Increase for Job Training Participants</u></b>   |                                 | 2,293                 | 4,585        | 4,585      | 4,585          | 4,585           |
| <b><u>Minimum Wage for Job Training Participants</u></b>  |                                 | 70                    | 140          | 140        | 140            | 140             |
| Funding to bring Job Training Participants in subsidized employment programs to City wage floor.          |                                 |                       |              |            |                |                 |
| <b><u>NYC Opportunity Funding Adjustment</u></b>  |                                 | (500)                 | --           | --         | --             | --              |
| Reallocation of funds within NYC Opportunity programs.  |                                 |                       |              |            |                |                 |
| <b><u>Employment Services Staff</u></b>   | 23 C                            | 559                   | 1,118        | 1,118      | 1,118          | 1,118           |
| Staffing to implement enhanced employment service contracts, including supervisors and vendor liaisons.   |                                 |                       |              |            |                |                 |
| <b><u>Adult Literacy Transfer</u></b>   |                                 | 748                   | --           | --         | --             | --              |
| Transfer of funds for literacy from DYCD to HRA.  |                                 |                       |              |            |                |                 |
| <b><u>Young Men's Initiative</u></b>  |                                 | (150)                 | --           | --         | --             | --              |
| Reallocation of funds within Young Men's Initiative programs.   |                                 |                       |              |            |                |                 |
| <b>Total Agency: Expenditure Increases/Re-estimates</b>   | <b>23 C</b>                     | <b>3,020</b>          | <b>4,875</b> | <b>574</b> | <b>(6,995)</b> | <b>(15,802)</b> |

## AGENCY FIVE YEAR SUMMARY

### Department of Homeless Services

|                                      | FY 2018                          | FY 2019                          | FY 2020                          | FY 2021                          | FY 2022                          |
|--------------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|
| <b><u>Dollars</u></b>                | <i>(City Funds in 000's)</i>     |                                  |                                  |                                  |                                  |
| Baseline Per November 2017 Plan      | \$888,633                        | \$898,353                        | \$906,352                        | \$911,015                        | \$911,015                        |
| Expenditure Increases / Re-estimates | 152,136                          | 154,152                          | 151,652                          | 151,152                          | 151,152                          |
| <b>February 2018 Financial Plan</b>  | <b><u><u>\$1,040,769</u></u></b> | <b><u><u>\$1,052,505</u></u></b> | <b><u><u>\$1,058,004</u></u></b> | <b><u><u>\$1,062,167</u></u></b> | <b><u><u>\$1,062,167</u></u></b> |
| <b><u>Headcount</u></b>              | <i>(City Funded)</i>             |                                  |                                  |                                  |                                  |
| Baseline Per November 2017 Plan      | 2,553                            | 2,553                            | 2,553                            | 2,553                            | 2,553                            |
| Expenditure Increases / Re-estimates | 14                               | 14                               | 14                               | 14                               | 14                               |
| <b>February 2018 Financial Plan</b>  | <b><u><u>2,567</u></u></b>       | <b><u><u>2,567</u></u></b>       | <b><u><u>2,567</u></u></b>       | <b><u><u>2,567</u></u></b>       | <b><u><u>2,567</u></u></b>       |

C = Civilian, P = Pedagogical, U = Uniform

## Expenditure Increases/Re-estimates

### Department of Homeless Services

| Description  | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |                |                |                |                |
|--|---------------------------------|-----------------------|----------------|----------------|----------------|----------------|
|  |                                 | FY 2018               | FY 2019        | FY 2020        | FY 2021        | FY 2022        |
| <b><u>Business Development Staff</u></b><br>Staff to enhance DHS business processes.   | 14 C                            | 612                   | 1,224          | 1,224          | 1,224          | 1,224          |
| <b><u>Lease Adjustment</u></b><br>Lease adjustment   |                                 | 96                    | --             | --             | --             | --             |
| <b><u>Wage Adjustment Transfer</u></b>   |                                 | (72)                  | (72)           | (72)           | (72)           | (72)           |
| <b><u>Reasonable Accommodations</u></b><br>Architectural consultants to survey the physical plant of shelters and develop plan for remediation needed to meet ADA standards and guidelines in order to allow the agency to prioritize modifications that will make shelters more accessible to people with disabilities. |                                 | 1,500                 | 3,000          | 500            | --             | --             |
| <b><u>Shelter Reestimate</u></b><br>Reestimate of family and adult shelter costs.  |                                 | 150,000               | 150,000        | 150,000        | 150,000        | 150,000        |
| <b>Total Agency: Expenditure Increases/Re-estimates</b>  | <b>14 C</b>                     | <b>152,136</b>        | <b>154,152</b> | <b>151,652</b> | <b>151,152</b> | <b>151,152</b> |

## AGENCY FIVE YEAR SUMMARY

### Department of Youth and Community Development

|                                      | FY 2018                        | FY 2019                        | FY 2020                        | FY 2021                        | FY 2022                        |
|--------------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| <b><u>Dollars</u></b>                | <i>(City Funds in 000's)</i>   |                                |                                |                                |                                |
| Baseline Per November 2017 Plan      | \$578,794                      | \$455,255                      | \$473,063                      | \$476,291                      | \$476,291                      |
| Citywide Savings Program             | (5,000)                        | -                              | -                              | -                              | -                              |
| Expenditure Increases / Re-estimates | (1,169)                        | 917                            | 917                            | 917                            | 917                            |
| <b>February 2018 Financial Plan</b>  | <b><u><u>\$572,625</u></u></b> | <b><u><u>\$456,172</u></u></b> | <b><u><u>\$473,980</u></u></b> | <b><u><u>\$477,208</u></u></b> | <b><u><u>\$477,208</u></u></b> |
| <b><u>Headcount</u></b>              |                                |                                |                                |                                |                                |
| Baseline Per November 2017 Plan      | 449                            | 445                            | 444                            | 444                            | 444                            |
| <b>February 2018 Financial Plan</b>  | <b><u><u>449</u></u></b>       | <b><u><u>445</u></u></b>       | <b><u><u>444</u></u></b>       | <b><u><u>444</u></u></b>       | <b><u><u>444</u></u></b>       |

C = Civilian, P = Pedagogical, U = Uniform

## Citywide Savings Program

### Department of Youth and Community Development

| Description                                   | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |           |           |           |           |
|---|---------------------------------|-----------------------|-----------|-----------|-----------|-----------|
|   |                                 | FY 2018               | FY 2019   | FY 2020   | FY 2021   | FY 2022   |
| <u>Agency Accruals</u>                        |                                 | (5,000)               | --        | --        | --        | --        |
| Agency Accruals                               |                                 |                       |           |           |           |           |
| <b>Total Agency: Citywide Savings Program</b> |                                 | <b>(5,000)</b>        | <b>--</b> | <b>--</b> | <b>--</b> | <b>--</b> |

## Expenditure Increases/Re-estimates

### Department of Youth and Community Development

| Description   | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |            |            |            |            |
|---|---------------------------------|-----------------------|------------|------------|------------|------------|
|   |                                 | FY 2018               | FY 2019    | FY 2020    | FY 2021    | FY 2022    |
| <b><u>NYC Unity Project- Runaway Homeless Youth Drop In Centers</u></b><br>NYC Unity Project: Expanded service at Runaway Homeless Youth Drop In Centers. |                                 | --                    | 916        | 916        | 916        | 916        |
| <b><u>City Service Corps (DOE)</u></b>  |                                 | (51)                  | --         | --         | --         | --         |
| <b><u>Adult Literacy Transfer</u></b><br>Transfer of Adult Literacy Expansion funding to CUNY and HRA/MOIA.   |                                 | (1,118)               | --         | --         | --         | --         |
| <b><u>DC37 Field Supervisor</u></b><br>DC37 Field Supervisor minimum wage to \$13.50.   |                                 | --                    | 1          | 1          | 1          | 1          |
| <b>Total Agency: Expenditure Increases/Re-estimates</b>   |                                 | <b>(1,169)</b>        | <b>917</b> | <b>917</b> | <b>917</b> | <b>917</b> |

## AGENCY FIVE YEAR SUMMARY

### Department of Health and Mental Hygiene

|                                      | FY 2018                        | FY 2019                        | FY 2020                        | FY 2021                        | FY 2022                        |
|--------------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| <b><u>Dollars</u></b>                | <i>(City Funds in 000's)</i>   |                                |                                |                                |                                |
| Baseline Per November 2017 Plan      | \$752,328                      | \$771,714                      | \$804,725                      | \$822,521                      | \$822,521                      |
| Citywide Savings Program             | (62,900)                       | -                              | -                              | -                              | -                              |
| Expenditure Increases / Re-estimates | 706                            | 5,828                          | 5,892                          | 5,556                          | 5,556                          |
| <b>February 2018 Financial Plan</b>  | <b><u><u>\$690,134</u></u></b> | <b><u><u>\$777,542</u></u></b> | <b><u><u>\$810,617</u></u></b> | <b><u><u>\$828,077</u></u></b> | <b><u><u>\$828,077</u></u></b> |
| <b><u>Headcount</u></b>              | <i>(City Funded)</i>           |                                |                                |                                |                                |
| Baseline Per November 2017 Plan      | 4,176                          | 4,194                          | 4,191                          | 4,191                          | 4,191                          |
| Expenditure Increases / Re-estimates | 71                             | 74                             | 74                             | 74                             | 74                             |
| <b>February 2018 Financial Plan</b>  | <b><u><u>4,247</u></u></b>     | <b><u><u>4,268</u></u></b>     | <b><u><u>4,265</u></u></b>     | <b><u><u>4,265</u></u></b>     | <b><u><u>4,265</u></u></b>     |

C = Civilian, P = Pedagogical, U = Uniform



## Citywide Savings Program

### Department of Health and Mental Hygiene

| Description   | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |           |           |           |           |
|---|---------------------------------|-----------------------|-----------|-----------|-----------|-----------|
|   |                                 | FY 2018               | FY 2019   | FY 2020   | FY 2021   | FY 2022   |
| <b><u>Prior Year Revenue</u></b>                    |                                 | (60,000)              | --        | --        | --        | --        |
| One-time revenue settlements for prior year claims. |                                 |                       |           |           |           |           |
| <b><u>DOHMH PS Accruals</u></b>                     |                                 | (2,500)               | --        | --        | --        | --        |
| DOHMH PS savings from hiring delays.                |                                 |                       |           |           |           |           |
| <b><u>OCME PS Savings</u></b>                       |                                 | (400)                 | --        | --        | --        | --        |
| OCME PS savings from hiring delays.                 |                                 |                       |           |           |           |           |
| <b>Total Agency: Citywide Savings Program</b>       |                                 | <b>(62,900)</b>       | <b>--</b> | <b>--</b> | <b>--</b> | <b>--</b> |

## Expenditure Increases/Re-estimates

### Department of Health and Mental Hygiene

| Description   | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |         |         |         |         |
|---|---------------------------------|-----------------------|---------|---------|---------|---------|
|   |                                 | FY 2018               | FY 2019 | FY 2020 | FY 2021 | FY 2022 |
| <p><b><u>Neighborhood Rat Reduction Plan</u></b><br/>As part of the citywide plan announced in July that targets the three most infested parts of city to reduce the rat population, DOHMH will fund additional BigBelly compactors, a rat stoppage team, and outreach campaigns.</p> | 8 C                             | 1,359                 | 895     | 895     | 763     | 763     |
| <p><b><u>Crisis Outreach and Support Unit Expansion</u></b><br/>Expand the DOHMH/NYPD Co-Response Teams to more effectively triage and intervene on behalf of people with behavioral health crises.</p>   | 40 C                            | 592                   | 3,554   | 3,554   | 3,554   | 3,554   |
| <p><b><u>Unity Project</u></b><br/>Funding for the recently announced Unity Project, the City's first multi-agency strategy to enhance services for LGBTQ youth. This program is the Comprehensive Drug and Alcohol Misuse Prevention Program.</p>                                    | 4 C                             | 15                    | 1,147   | 1,086   | 1,086   | 1,086   |
| <p><b><u>Driving While Impaired (DWI) Testing</u></b><br/>Funding to increase testing capacity at the OCME.</p>   | 2 C                             | 133                   | 216     | 216     | 216     | 216     |
| <p><b><u>Public View Response</u></b><br/>Funding for additional staff to reduce response times to fatal incidents in public.</p>   | 20 C                            | 524                   | 1,571   | 1,571   | 1,571   | 1,571   |
| <p><b><u>Vision Screening Transfer</u></b><br/>Funding shift to DOE for vision screening services.</p>  |                                 | (200)                 | (200)   | (200)   | (200)   | (200)   |
| <p><b><u>Be A Buddy Adjustment</u></b><br/>Funding roll to better align with proposed program spending.</p>   |                                 | (283)                 | 79      | 204     | --      | --      |
| <p><b><u>Wage Adjustment Transfer</u></b><br/>Transfer wage adjustment funds from DHS to DOHMH for street outreach contracts.</p>   |                                 | 72                    | 72      | 72      | 72      | 72      |

## Expenditure Increases/Re-estimates

### Department of Health and Mental Hygiene

| Description   | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |              |              |              |              |
|---|---------------------------------|-----------------------|--------------|--------------|--------------|--------------|
|   |                                 | FY 2018               | FY 2019      | FY 2020      | FY 2021      | FY 2022      |
| <p><b><u>Forensic Clinic Transfer</u></b><br/>                     Transfer of funding for the operation of forensic clinic services from DOHMH to H+H.</p> |                                 | (1,506)               | (1,506)      | (1,506)      | (1,506)      | (1,506)      |
| <b>Total Agency: Expenditure Increases/Re-estimates</b>   | <b>74 C</b>                     | <b>706</b>            | <b>5,828</b> | <b>5,892</b> | <b>5,556</b> | <b>5,556</b> |

## AGENCY FIVE YEAR SUMMARY

### Housing Preservation and Development

|                                      | FY 2018                        | FY 2019                       | FY 2020                       | FY 2021                       | FY 2022                        |
|--------------------------------------|--------------------------------|-------------------------------|-------------------------------|-------------------------------|--------------------------------|
| <b><u>Dollars</u></b>                | <i>(City Funds in 000's)</i>   |                               |                               |                               |                                |
| Baseline Per November 2017 Plan      | \$144,843                      | \$88,577                      | \$88,745                      | \$80,360                      | \$80,360                       |
| Citywide Savings Program             | -                              | -                             | -                             | -                             | -                              |
| Expenditure Increases / Re-estimates | 2,870                          | 4,442                         | 8,619                         | 14,180                        | 22,361                         |
| <b>February 2018 Financial Plan</b>  | <b><u><u>\$147,713</u></u></b> | <b><u><u>\$93,019</u></u></b> | <b><u><u>\$97,364</u></u></b> | <b><u><u>\$94,540</u></u></b> | <b><u><u>\$102,721</u></u></b> |
| <b><u>Headcount</u></b>              | <i>(City Funded)</i>           |                               |                               |                               |                                |
| Baseline Per November 2017 Plan      | 784                            | 770                           | 767                           | 767                           | 767                            |
| Expenditure Increases / Re-estimates | 9                              | 10                            | 10                            | 10                            | 9                              |
| <b>February 2018 Financial Plan</b>  | <b><u><u>793</u></u></b>       | <b><u><u>780</u></u></b>      | <b><u><u>777</u></u></b>      | <b><u><u>777</u></u></b>      | <b><u><u>776</u></u></b>       |

C = Civilian, P = Pedagogical, U = Uniform

## Expenditure Increases/Re-estimates

### Housing Preservation and Development

| Description   | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |         |         |         |         |
|---|---------------------------------|-----------------------|---------|---------|---------|---------|
|   |                                 | FY 2018               | FY 2019 | FY 2020 | FY 2021 | FY 2022 |
| <p><b><u>Advertising New Need</u></b></p> <p>The Department of Housing Preservation and Development will receive tax levy funding to increase the baseline budget for required advertising expenses.</p>  |                                 | 100                   | 100     | 100     | 100     | 100     |
| <p><b><u>Certified Appraiser New Need</u></b></p> <p>The Department of Housing Preservation and Development will receive tax levy funding for one appraiser.</p>  | 1 C                             | --                    | 68      | 68      | 68      | 68      |
| <p><b><u>Basement Apartment Program</u></b></p> <p>The Department of Housing Preservation and Development will receive funding for a three year pilot Basement Apartment Program.</p>   | 1 C                             | 45                    | 2,160   | 2,168   | 160     | --      |
| <p><b><u>Certificate of No Harassment</u></b></p> <p>The Department of Housing Preservation and Development will receive tax levy funding for OTPS costs associated with the Certificate of No Harassment three-year pilot program. The department will also generate revenue from fees associated with the Certificate of No Harassment program.</p> |                                 | --                    | 466     | 466     | 466     | --      |
| <p><b><u>Emergency Shelter Cost</u></b></p> <p>The Department of Housing Preservation and Development will receive tax levy funding in FY18 for non-CDBG eligible emergency shelter expenses.</p>   |                                 | 2,550                 | --      | --      | --      | --      |
| <p><b><u>Heat Season Response Time</u></b></p> <p>The Department of Housing Preservation and Development will receive tax levy funding for temporary staffing in FY18 and vehicles purchase for inspectors in FY19 to reduce response time for heat complaints in privately-owned buildings.</p>  |                                 | 38                    | 132     | --      | --      | --      |
| <p><b><u>Marketing Unit Staff New Need</u></b></p> <p>The Department of Housing Preservation and Development will receive tax levy funding for 6 Marketing Project Managers and 2 Marketing Coordinators to handle increased workload as a result of new requirements and production levels of Housing New York.</p>                                  | 8 C                             | 137                   | 548     | 548     | 548     | 548     |

## Expenditure Increases/Re-estimates

### Housing Preservation and Development

| Description   | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |              |              |               |               |
|---|---------------------------------|-----------------------|--------------|--------------|---------------|---------------|
|   |                                 | FY 2018               | FY 2019      | FY 2020      | FY 2021       | FY 2022       |
| <u>NYC 15/15 Funding Adjustment</u>                     |                                 | --                    | 968          | 5,269        | 12,838        | 21,645        |
| <b>Total Agency: Expenditure Increases/Re-estimates</b> | <b>10 C</b>                     | <b>2,870</b>          | <b>4,442</b> | <b>8,619</b> | <b>14,180</b> | <b>22,361</b> |

## AGENCY FIVE YEAR SUMMARY

### Department of Finance

|   | FY 2018                      | FY 2019                 | FY 2020                 | FY 2021                 | FY 2022                 |
|---|------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| <b><u>Dollars</u></b>                   | <i>(City Funds in 000's)</i> |                         |                         |                         |                         |
| Baseline Per November 2017 Plan         | \$295,950                    | \$295,215               | \$295,443               | \$295,484               | \$295,484               |
| Citywide Savings Program                | -                            | (53,210)                | (53,139)                | (53,139)                | (53,117)                |
| Less Citywide Savings Program (Revenue) | -                            | 53,210                  | 53,139                  | 53,139                  | 53,117                  |
| Expenditure Increases / Re-estimates    | (407)                        | 5,866                   | 5,202                   | 3,668                   | 3,690                   |
| <b>February 2018 Financial Plan</b>     | <b><u>\$295,543</u></b>      | <b><u>\$301,081</u></b> | <b><u>\$300,645</u></b> | <b><u>\$299,152</u></b> | <b><u>\$299,174</u></b> |
| <b><u>Headcount</u></b>                 | <i>(City Funded)</i>         |                         |                         |                         |                         |
| Baseline Per November 2017 Plan         | 2,207                        | 2,207                   | 2,207                   | 2,207                   | 2,207                   |
| Expenditure Increases / Re-estimates    | 11                           | 23                      | 35                      | 35                      | 35                      |
| <b>February 2018 Financial Plan</b>     | <b><u>2,218</u></b>          | <b><u>2,230</u></b>     | <b><u>2,242</u></b>     | <b><u>2,242</u></b>     | <b><u>2,242</u></b>     |

C = Civilian, P = Pedagogical, U = Uniform

## Citywide Savings Program

### Department of Finance

| Description   | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |          |          |          |          |
|---|---------------------------------|-----------------------|----------|----------|----------|----------|
|   |                                 | FY 2018               | FY 2019  | FY 2020  | FY 2021  | FY 2022  |
| <p><b><u>Property Image Capture</u></b></p> <p>The Department of Finance (DOF) will receive updated street level imagery twice a year, as opposed to once, to allow assessors to increase the number of inspections completed, reduce incorrect classifications, and prevent loss of recurring property tax revenue owed to the City.</p> |                                 | --                    | (53,210) | (53,139) | (53,139) | (53,117) |
| <b>Total Agency: Citywide Savings Program</b>   |                                 | --                    | (53,210) | (53,139) | (53,139) | (53,117) |



## Expenditure Increases/Re-estimates

### Department of Finance

| Description  | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |              |              |              |              |
|--|---------------------------------|-----------------------|--------------|--------------|--------------|--------------|
|  |                                 | FY 2018               | FY 2019      | FY 2020      | FY 2021      | FY 2022      |
| <b><u>Business Tax System Support</u></b>  |                                 | 1,520                 | 3,040        | 1,520        | --           | --           |
| Consultants to perform development enhancements to the Business Tax System.  |                                 |                       |              |              |              |              |
| <b><u>Technology for Property Assessment</u></b>   |                                 | --                    | 790          | 861          | 861          | 883          |
| Funding to support an increase in services for property imagery tool.  |                                 |                       |              |              |              |              |
| <b><u>Title Searches on Department of Buildings Violations</u></b>   | 1 C                             | 149                   | 598          | 598          | 598          | 598          |
| Funding to comply with legislation that expands the number of properties for which Department of Buildings judgment violations may be converted into property tax liens.   |                                 |                       |              |              |              |              |
| <b><u>CDEE0 Training</u></b>   |                                 | (2)                   | --           | --           | --           | --           |
| <b><u>Other Training</u></b>   |                                 | (4)                   | --           | --           | --           | --           |
| <b><u>Transfer to Tax Commission</u></b>   | (2) C                           | (38)                  | (150)        | (150)        | (150)        | (150)        |
| A technical adjustment to transfer two positions from the Department of Finance to the Office of Administrative Tax Appeals to perform real property income and expense functions. This is a net-zero transfer Citywide. |                                 |                       |              |              |              |              |
| <b><u>Citywide Lease Savings</u></b>   |                                 | (2,260)               | --           | --           | --           | --           |
| Reflects citywide savings for centrally managed leases.  |                                 |                       |              |              |              |              |
| <b><u>City Tax Auditors</u></b>  | 24 C                            | 228                   | 1,588        | 2,373        | 2,359        | 2,359        |
| New City Tax Auditor positions.  |                                 |                       |              |              |              |              |
| <b>Total Agency: Expenditure Increases/Re-estimates</b>  | <b>23 C</b>                     | <b>(407)</b>          | <b>5,866</b> | <b>5,202</b> | <b>3,668</b> | <b>3,690</b> |

## AGENCY FIVE YEAR SUMMARY

### Department of Transportation

|                                      | FY 2018                      | FY 2019                 | FY 2020                 | FY 2021                 | FY 2022                 |
|--------------------------------------|------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| <b><u>Dollars</u></b>                | <i>(City Funds in 000's)</i> |                         |                         |                         |                         |
| Baseline Per November 2017 Plan      | \$558,636                    | \$561,315               | \$571,709               | \$572,526               | \$573,086               |
| Citywide Savings Program             | (11,306)                     | (7,259)                 | (252)                   | (252)                   | (252)                   |
| Expenditure Increases / Re-estimates | 7,356                        | 1,573                   | 1,611                   | 1,626                   | 1,642                   |
| <b>February 2018 Financial Plan</b>  | <b><u>\$554,686</u></b>      | <b><u>\$555,629</u></b> | <b><u>\$573,068</u></b> | <b><u>\$573,900</u></b> | <b><u>\$574,476</u></b> |
| <b><u>Headcount</u></b>              | <i>(City Funded)</i>         |                         |                         |                         |                         |
| Baseline Per November 2017 Plan      | 2,475                        | 2,441                   | 2,452                   | 2,449                   | 2,449                   |
| Citywide Savings Program             | (5)                          | (4)                     | 1                       | 1                       | 1                       |
| Expenditure Increases / Re-estimates | 23                           | 23                      | 23                      | 23                      | 23                      |
| <b>February 2018 Financial Plan</b>  | <b><u>2,493</u></b>          | <b><u>2,460</u></b>     | <b><u>2,476</u></b>     | <b><u>2,473</u></b>     | <b><u>2,473</u></b>     |

C = Civilian, P = Pedagogical, U = Uniform

## Citywide Savings Program

### Department of Transportation

| Description  | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |         |         |         |         |
|--|---------------------------------|-----------------------|---------|---------|---------|---------|
|  |                                 | FY 2018               | FY 2019 | FY 2020 | FY 2021 | FY 2022 |
| <b><u>Reduction of Surplus IT&amp;T PS Funds</u></b><br>Hiring delays.   |                                 | (500)                 | (500)   | --      | --      | --      |
| <b><u>Graphic Design In-Sourcing</u></b><br>DOT will hire a graphic designer to perform work currently done through a contract.  | 1 C                             | --                    | (114)   | (114)   | (114)   | (114)   |
| <b><u>Reduction of surplus positions</u></b><br>DOT will reduce vacant mechanic positions.   | (5) C                           | (421)                 | (421)   | --      | --      | --      |
| <b><u>One Additional Week of IFA Resurfacing</u></b><br>The Department of Transportation's Roadway Repair and Maintenance division extended the resurfacing season by one week, ending December 16th instead of December 9th. The additional week of capitally eligible work has resulted in a one-time savings to the expense budget. |                                 | (900)                 | --      | --      | --      | --      |
| <b><u>Pay-By-Cell Contract Savings</u></b><br>Surplus funding in the Pay-By-Cell contract.   |                                 | (932)                 | (932)   | --      | --      | --      |
| <b><u>Lease Savings</u></b><br>Surplus funding in DOT's lease budget will be reduced.  |                                 | (1,054)               | (1,054) | --      | --      | --      |
| <b><u>Reduction of Contract Surplus</u></b><br>New procurement methods have resulted in more competitive bids for several street marking contracts. DOT will do less work than originally anticipated while the new vendors are being established.   |                                 | (6,000)               | (4,100) | --      | --      | --      |
| <b><u>Signage Communication Improvement</u></b><br>DOT will remove redundant signage.  |                                 | (69)                  | (138)   | (138)   | (138)   | (138)   |
| <b><u>Federal funding for installation of pavement safety markings</u></b><br>DOT will use Federal funding for installation of pavement safety markings on City interstate expressways and parkways.   |                                 | (800)                 | --      | --      | --      | --      |

## Citywide Savings Program

### Department of Transportation

| Description  | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |                |              |              |              |
|--|---------------------------------|-----------------------|----------------|--------------|--------------|--------------|
|  |                                 | FY 2018               | FY 2019        | FY 2020      | FY 2021      | FY 2022      |
| <p><b><u>Reduction of Surplus in Bridge Maintenance PS Funds.</u></b><br/>Hiring delays.</p> |                                 | (630)                 | --             | --           | --           | --           |
| <b>Total Agency: Citywide Savings Program</b>  | <b>(4) C</b>                    | <b>(11,306)</b>       | <b>(7,259)</b> | <b>(252)</b> | <b>(252)</b> | <b>(252)</b> |

## Expenditure Increases/Re-estimates

### Department of Transportation

| Description   | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |              |              |              |              |
|---|---------------------------------|-----------------------|--------------|--------------|--------------|--------------|
|   |                                 | FY 2018               | FY 2019      | FY 2020      | FY 2021      | FY 2022      |
| <b><u>Credit Card Fees</u></b>  |                                 | 6,351                 | --           | --           | --           | --           |
| Funding for credit card fees associated with multi-space parking meters.  |                                 |                       |              |              |              |              |
| <b><u>Pedestrian Ramp Program Staff</u></b>   | 23 C                            | 1,005                 | 1,573        | 1,611        | 1,626        | 1,642        |
| Funding provided for staff and OTPS costs associated with the expansion of the pedestrian ramp upgrade program. |                                 |                       |              |              |              |              |
| <b>Total Agency: Expenditure Increases/Re-estimates</b>   | <b>23 C</b>                     | <b>7,356</b>          | <b>1,573</b> | <b>1,611</b> | <b>1,626</b> | <b>1,642</b> |

## AGENCY FIVE YEAR SUMMARY

### Department of Parks and Recreation

|   | FY 2018                      | FY 2019                 | FY 2020                 | FY 2021                 | FY 2022                 |
|---|------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| <b><u>Dollars</u></b>                   | <i>(City Funds in 000's)</i> |                         |                         |                         |                         |
| Baseline Per November 2017 Plan         | \$417,743                    | \$385,794               | \$386,788               | \$385,527               | \$385,527               |
| Citywide Savings Program                | (4,500)                      | (3,500)                 | -                       | -                       | -                       |
| Less Citywide Savings Program (Revenue) | 3,500                        | 3,500                   | -                       | -                       | -                       |
| Expenditure Increases / Re-estimates    | 4,110                        | 4,453                   | 4,319                   | 4,326                   | 4,326                   |
| <b>February 2018 Financial Plan</b>     | <b><u>\$420,853</u></b>      | <b><u>\$390,247</u></b> | <b><u>\$391,107</u></b> | <b><u>\$389,853</u></b> | <b><u>\$389,853</u></b> |
| <b><u>Headcount</u></b>                 | <i>(City Funded)</i>         |                         |                         |                         |                         |
| Baseline Per November 2017 Plan         | 3,696                        | 3,609                   | 3,597                   | 3,594                   | 3,594                   |
| Expenditure Increases / Re-estimates    | 28                           | 36                      | 37                      | 37                      | 37                      |
| <b>February 2018 Financial Plan</b>     | <b><u>3,724</u></b>          | <b><u>3,645</u></b>     | <b><u>3,634</u></b>     | <b><u>3,631</u></b>     | <b><u>3,631</u></b>     |

C = Civilian, P = Pedagogical, U = Uniform

## Citywide Savings Program

### Department of Parks and Recreation

| Description   | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |                |           |           |           |
|---|---------------------------------|-----------------------|----------------|-----------|-----------|-----------|
|   |                                 | FY 2018               | FY 2019        | FY 2020   | FY 2021   | FY 2022   |
| <p><b><u>Citi Postal Lease Payments</u></b></p> <p>The Department of Parks and Recreation expects to collect new revenue from rental payments pursuant to the pre-existing CitiPostal lease agreement on the CitiStorage property in North Brooklyn near Bushwick Inlet Park.</p> |                                 | (3,500)               | (3,500)        | --        | --        | --        |
| <p><b><u>Other Than Personal Services (OTPS) Accruals</u></b></p> <p>Estimated savings generated from unspent contracts/purchase orders at the end of the fiscal year.</p>  |                                 | (1,000)               | --             | --        | --        | --        |
| <b>Total Agency: Citywide Savings Program</b>   |                                 | <b>(4,500)</b>        | <b>(3,500)</b> | <b>--</b> | <b>--</b> | <b>--</b> |

## Expenditure Increases/Re-estimates

### Department of Parks and Recreation

| Description  | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |              |              |              |              |
|--|---------------------------------|-----------------------|--------------|--------------|--------------|--------------|
|  |                                 | FY 2018               | FY 2019      | FY 2020      | FY 2021      | FY 2022      |
| <b><u>Community Parks Initiative Phase One Staffing</u></b><br>Funding for additional staff to perform maintenance and upkeep at parks reconstructed through DPR's signature equity initiative.  | 21 C                            | 218                   | 802          | 918          | 925          | 925          |
| <b><u>Brookfield Park Activation</u></b><br>Funding to provide maintenance, staffing, and equipment at the newly opened Brookfield Park in Staten Island.  | 9 C                             | 479                   | 502          | 502          | 502          | 502          |
| <b><u>Rat Mitigation</u></b><br>Funding for a multi-agency plan to reduce the City's rat population in three pilot mitigation zones. This will support additional maintenance in targeted parks and new rat resistant litter baskets.                    | 4 C                             | 1,597                 | 886          | 886          | 886          | 886          |
| <b><u>Forestry Staffing IFA Shift</u></b><br>Funding adjustment for previously funded IFA positions that are no longer performing capitally eligible work.   | 2 C                             | 49                    | 98           | 98           | 98           | 98           |
| <b><u>Information Technology</u></b><br>Funding for critical IT needs including maintaining internet connectivity at hundreds of field locations, developing new management software for recreation centers, and purchasing necessary software licenses. |                                 | 1,296                 | 2,046        | 1,796        | 1,796        | 1,796        |
| <b><u>Lease Adjustment</u></b><br>Lease adjustment   |                                 | 15                    | --           | --           | --           | --           |
| <b><u>Wage Increase for City Seasonal Aides</u></b><br>Funding to bring City Seasonal Aides to City wage floor.  |                                 | 56                    | 119          | 119          | 119          | 119          |
| <b><u>Center for Economic Opportunity (CEO) Funding Adjustment</u></b><br>Funding to support DPR's Green Applied Projects for Parks Corps (GAPP), which provides trainees with on-the-job training at various work assignments.                          |                                 | 400                   | --           | --           | --           | --           |
| <b>Total Agency: Expenditure Increases/Re-estimates</b>  | <b>36 C</b>                     | <b>4,110</b>          | <b>4,453</b> | <b>4,319</b> | <b>4,326</b> | <b>4,326</b> |



## AGENCY FIVE YEAR SUMMARY

### Department of Cultural Affairs

|                                      | FY 2018                        | FY 2019                        | FY 2020                        | FY 2021                        | FY 2022                        |
|--------------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| <b><u>Dollars</u></b>                | <i>(City Funds in 000's)</i>   |                                |                                |                                |                                |
| Baseline Per November 2017 Plan      | \$188,134                      | \$142,130                      | \$142,130                      | \$142,130                      | \$142,130                      |
| Citywide Savings Program             | (2,000)                        | -                              | (1,000)                        | (1,000)                        | (1,000)                        |
| Expenditure Increases / Re-estimates | 269                            | -                              | -                              | -                              | -                              |
| <b>February 2018 Financial Plan</b>  | <b><u><u>\$186,403</u></u></b> | <b><u><u>\$142,130</u></u></b> | <b><u><u>\$141,130</u></u></b> | <b><u><u>\$141,130</u></u></b> | <b><u><u>\$141,130</u></u></b> |
| <b><u>Headcount</u></b>              |                                |                                |                                |                                |                                |
| Baseline Per November 2017 Plan      | 54                             | 54                             | 54                             | 54                             | 54                             |
| <b>February 2018 Financial Plan</b>  | <b><u><u>54</u></u></b>        | <b><u><u>54</u></u></b>        | <b><u><u>54</u></u></b>        | <b><u><u>54</u></u></b>        | <b><u><u>54</u></u></b>        |

C = Civilian, P = Pedagogical, U = Uniform

## Citywide Savings Program

### Department of Cultural Affairs

| Description   | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |           |                |                |                |
|---|---------------------------------|-----------------------|-----------|----------------|----------------|----------------|
|   |                                 | FY 2018               | FY 2019   | FY 2020        | FY 2021        | FY 2022        |
| <p><b><u>The American Museum of Natural History Expense to Capital Swap.</u></b><br/>The American Museum of Natural History (AMNH) has agreed to a reduction to their City operating subsidy by \$1M in exchange for \$1M in capital support in FY18.</p> |                                 | (1,000)               | --        | --             | --             | --             |
| <p><b><u>The Metropolitan Museum of Art Expense to Capital Swap.</u></b><br/>The Metropolitan Museum of Art (The Met) has agreed to a reduction to their City operating subsidy by \$1M in exchange for \$1M in capital support in FY18.</p>              |                                 | (1,000)               | --        | --             | --             | --             |
| <p><b><u>Metropolitan Museum of Art Admissions Policy Change.</u></b><br/>Additional revenue due to the (DCLA) resulting from a change in admission policy at the Metropolitan Museum of Art.</p>   |                                 | --                    | --        | (1,000)        | (1,000)        | (1,000)        |
| <b>Total Agency: Citywide Savings Program</b>   |                                 | <b>(2,000)</b>        | <b>--</b> | <b>(1,000)</b> | <b>(1,000)</b> | <b>(1,000)</b> |

## Expenditure Increases/Re-estimates

### Department of Cultural Affairs

| Description   | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |           |           |           |           |
|---|---------------------------------|-----------------------|-----------|-----------|-----------|-----------|
|   |                                 | FY 2018               | FY 2019   | FY 2020   | FY 2021   | FY 2022   |
| <b><u>Lease Adjustment</u></b>  |                                 | 19                    | --        | --        | --        | --        |
| Lease adjustment  |                                 |                       |           |           |           |           |
| <b><u>Pilot program for scoping/pre-design services.</u></b>  |                                 | 250                   | --        | --        | --        | --        |
| Pilot program for a pre-scoping process to assist cultural organizations in providing better cost estimates prior to initiating projects. |                                 |                       |           |           |           |           |
| <b>Total Agency: Expenditure Increases/Re-estimates</b>   |                                 | <b>269</b>            | <b>--</b> | <b>--</b> | <b>--</b> | <b>--</b> |

## AGENCY FIVE YEAR SUMMARY

### Department of Citywide Administrative Services

|   | FY 2018                      | FY 2019                 | FY 2020                 | FY 2021                 | FY 2022                 |
|---|------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| <b><u>Dollars</u></b>                   | <i>(City Funds in 000's)</i> |                         |                         |                         |                         |
| Baseline Per November 2017 Plan         | \$338,185                    | \$280,890               | \$278,954               | \$278,550               | \$278,552               |
| Citywide Savings Program                | (2,225)                      | (3,870)                 | -                       | -                       | -                       |
| Less Citywide Savings Program (Revenue) | 1,300                        | 1,000                   | -                       | -                       | -                       |
| Expenditure Increases / Re-estimates    | 8,943                        | 2,292                   | 948                     | 930                     | 922                     |
| <b>February 2018 Financial Plan</b>     | <b><u>\$346,203</u></b>      | <b><u>\$280,312</u></b> | <b><u>\$279,902</u></b> | <b><u>\$279,480</u></b> | <b><u>\$279,474</u></b> |
| <b><u>Headcount</u></b>                 | <i>(City Funded)</i>         |                         |                         |                         |                         |
| Baseline Per November 2017 Plan         | 1,792                        | 1,788                   | 1,788                   | 1,787                   | 1,787                   |
| Expenditure Increases / Re-estimates    | 9                            | 11                      | 11                      | 11                      | 11                      |
| <b>February 2018 Financial Plan</b>     | <b><u>1,801</u></b>          | <b><u>1,799</u></b>     | <b><u>1,799</u></b>     | <b><u>1,798</u></b>     | <b><u>1,798</u></b>     |

C = Civilian, P = Pedagogical, U = Uniform

## Citywide Savings Program

### Department of Citywide Administrative Services

| Description  | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |                |           |           |           |
|--|---------------------------------|-----------------------|----------------|-----------|-----------|-----------|
|  |                                 | FY 2018               | FY 2019        | FY 2020   | FY 2021   | FY 2022   |
| <p><b><u>NYSERDA Incentive Payments</u></b><br/>DCAS will receive performance based incentive payments from NYSERDA for generating electricity from solar installations at 24 schools across all five boroughs through FY19.</p>   |                                 | (550)                 | (750)          | --        | --        | --        |
| <p><b><u>330 Jay Street Operating Savings</u></b><br/>The agency will realize savings in the current fiscal year due to a re-estimate of operating expenses at 330 Jay Street.</p>   |                                 | (200)                 | --             | --        | --        | --        |
| <p><b><u>PS Savings</u></b><br/>The agency will achieve savings from delays in filling vacant positions.</p>   |                                 | --                    | (2,000)        | --        | --        | --        |
| <p><b><u>Incentive Payments for Electric Vehicles</u></b><br/>DCAS will receive incentive payments for charging electric vehicles during daily off-peak demand periods.</p>  |                                 | (100)                 | (120)          | --        | --        | --        |
| <p><b><u>Civil Service Exams</u></b><br/>The Department of Citywide Administrative Services will collect additional revenue from the administration of Qualified Incumbent Exams as part of its provisional reduction plan. The Department has also realized higher than expected new employee applicant fees.</p> |                                 | (1,300)               | (1,000)        | --        | --        | --        |
| <p><b><u>Board of Standards and Appeals PS Savings</u></b><br/>The Board of Standards and Appeals has identified savings from delays in filling vacant positions.</p>  |                                 | (75)                  | --             | --        | --        | --        |
| <b>Total Agency: Citywide Savings Program</b>  |                                 | <b>(2,225)</b>        | <b>(3,870)</b> | <b>--</b> | <b>--</b> | <b>--</b> |

## Expenditure Increases/Re-estimates

### Department of Citywide Administrative Services

| Description  | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |         |         |         |         |
|--|---------------------------------|-----------------------|---------|---------|---------|---------|
|  |                                 | FY 2018               | FY 2019 | FY 2020 | FY 2021 | FY 2022 |
| <b><u>Salvage Auction Revenue</u></b>  |                                 | 200                   | --      | --      | --      | --      |
| The Department of Citywide Administrative Services will generate additional revenue from the sale of relinquished, City-owned vehicles. Additional expense funding will be used for vendor commissions and towing fees associated with the auction of the additional vehicles. |                                 |                       |         |         |         |         |
| <b><u>Citywide Space Management</u></b>  |                                 | 3,000                 | --      | --      | --      | --      |
| Reimburses DCAS for centrally managed lease savings. The corresponding lease savings have been allocated to client agencies.   |                                 |                       |         |         |         |         |
| <b><u>CDEE0 Training</u></b>   |                                 | 2                     | --      | --      | --      | --      |
| <b><u>Other Training</u></b>   |                                 | 4                     | --      | --      | --      | --      |
| <b><u>Provisional Reduction Program</u></b>  |                                 | 2,939                 | 480     | --      | --      | --      |
| Funds exam consultants, development, monitors, and related technology.   |                                 |                       |         |         |         |         |
| <b><u>Life Safety Measures</u></b>   |                                 | 2,007                 | 915     | --      | --      | --      |
| The agency will perform necessary life safety work on city buildings.  |                                 |                       |         |         |         |         |
| <b><u>Space Management</u></b>   |                                 | 350                   | --      | --      | --      | --      |
| Resources for furniture reconfiguration on the 20th floor of 1 Centre Street to accommodate additional staffing, and the Uniform Land Use Review Procedure (ULURP) for a City-owned building.  |                                 |                       |         |         |         |         |
| <b><u>Computerized Maintenance Management System (CMMS) Business Analysis Team</u></b>   | 6 C                             | 175                   | 350     | 350     | 350     | 350     |
| Staffing to support the newly developed Computerized Maintenance Management System (CMMS) database.  |                                 |                       |         |         |         |         |
| <b><u>Management Auditors for Non-Public School Security Guard Reimbursement Program</u></b>   | 2 C                             | 60                    | 120     | 120     | 120     | 120     |
| Staffing to support administration of the non-public school security program.  |                                 |                       |         |         |         |         |
| <b><u>Lease Auditor</u></b>  | 1 C                             | --                    | 70      | 70      | 70      | 70      |
| Staffing to identify lease overpayments.   |                                 |                       |         |         |         |         |

## Expenditure Increases/Re-estimates

### Department of Citywide Administrative Services

| Description   | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |              |            |            |            |
|---|---------------------------------|-----------------------|--------------|------------|------------|------------|
|   |                                 | FY 2018               | FY 2019      | FY 2020    | FY 2021    | FY 2022    |
| <b><u>BSA Staffing and Resources</u></b><br>Staffing and resources for the Board of Standards and Appeals, including hiring an Assistant Counsel and funding for transcription services and IT equipment. | 1 C                             | 90                    | 95           | 95         | 95         | 95         |
| <b><u>Basement Apartments Program</u></b><br>Funds a project manager for the Basement Apartments Program.   | 1 C                             | --                    | 68           | 68         | 68         | 68         |
| <b><u>Collective Bargaining (CTL), Elevator Mechanics</u></b><br>Collective Bargaining adjustment for Elevator Mechanics titles, City funded.   |                                 | 102                   | 167          | 218        | 200        | 192        |
| <b><u>Collective Bargaining (CTL), Job Training Participants</u></b><br>Collective Bargaining adjustment for Job Training Participants titles, City funded.   |                                 | 14                    | 27           | 27         | 27         | 27         |
| <b>Total Agency: Expenditure Increases/Re-estimates</b>   | <b>11 C</b>                     | <b>8,943</b>          | <b>2,292</b> | <b>948</b> | <b>930</b> | <b>922</b> |

## AGENCY FIVE YEAR SUMMARY

### Department of Education

|                                      | FY 2018                      | FY 2019                    | FY 2020                    | FY 2021                    | FY 2022                    |
|--------------------------------------|------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| <b><u>Dollars</u></b>                | <i>(City Funds in 000's)</i> |                            |                            |                            |                            |
| Baseline Per November 2017 Plan      | \$11,640,700                 | \$12,353,388               | \$12,582,513               | \$12,943,560               | \$13,213,383               |
| Citywide Savings Program             | (105,337)                    | (105,727)                  | (100,086)                  | (100,086)                  | (100,086)                  |
| Expenditure Increases / Re-estimates | 35,114                       | 11,483                     | 47,520                     | 55,643                     | 53,010                     |
| <b>February 2018 Financial Plan</b>  | <b><u>\$11,570,477</u></b>   | <b><u>\$12,259,144</u></b> | <b><u>\$12,529,947</u></b> | <b><u>\$12,899,117</u></b> | <b><u>\$13,166,307</u></b> |
| <b><u>Headcount</u></b>              | <i>(City Funded)</i>         |                            |                            |                            |                            |
| Baseline Per November 2017 Plan      | 91,568 P                     | 92,234 P                   | 92,461 P                   | 92,236 P                   | 92,236 P                   |
|                                      | 10,535 C                     | 10,666 C                   | 10,680 C                   | 11,166 C                   | 11,166 C                   |
| Expenditure Increases / Re-estimates | 1 P                          | 1 P                        | 195 P                      | 247 P                      | 239 P                      |
|                                      | 19 C                         | 20 C                       | 20 C                       | 20 C                       | 20 C                       |
| <b>February 2018 Financial Plan</b>  | <b>91,569 P</b>              | <b>92,235 P</b>            | <b>92,656 P</b>            | <b>92,483 P</b>            | <b>92,475 P</b>            |
|                                      | <b><u>10,554 C</u></b>       | <b><u>10,686 C</u></b>     | <b><u>10,700 C</u></b>     | <b><u>11,186 C</u></b>     | <b><u>11,186 C</u></b>     |

C = Civilian, P = Pedagogical, U = Uniform



## Citywide Savings Program

### Department of Education

| Description   | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |                  |                  |                  |                  |
|---|---------------------------------|-----------------------|------------------|------------------|------------------|------------------|
|   |                                 | FY 2018               | FY 2019          | FY 2020          | FY 2021          | FY 2022          |
| <b><u>ATR Employee Departure Program</u></b><br>Savings from employee retirements and early departures.                                       |                                 | (15,692)              | (23,742)         | (23,742)         | (23,742)         | (23,742)         |
| <b><u>ATR Incentive Program</u></b><br>Savings generated from permanently placing teachers who were previously working as provisional staff.  |                                 | (3,405)               | (5,107)          | (6,809)          | (6,809)          | (6,809)          |
| <b><u>School Food Revenue</u></b><br>Increased revenue from expanded participation in federal CEP School Food program.                        |                                 | (38,000)              | --               | --               | --               | --               |
| <b><u>Central PS Savings</u></b><br>Central PS savings due to central efficiencies and hiring delays. Excludes school facing titles.          |                                 | (15,000)              | (25,000)         | (25,000)         | (25,000)         | (25,000)         |
| <b><u>6th Period Coverage</u></b><br>Savings from an implementation change concerning sixth period coverage.                                  |                                 | (16,407)              | (17,011)         | (17,011)         | (17,011)         | (17,011)         |
| <b><u>Specialized Programs Surplus</u></b><br>Hiring delay due to recruitment challenges.   |                                 | (7,343)               | (7,343)          | --               | --               | --               |
| <b><u>Enrollment Adjustment</u></b><br>Aligns school allocations to student enrollment for general and special education funding allocations. |                                 | (9,490)               | (9,490)          | (9,490)          | (9,490)          | (9,490)          |
| <b><u>D79 Reestimate</u></b><br>D79 budget reestimate.  |                                 | --                    | (5,040)          | (5,040)          | (5,040)          | (5,040)          |
| <b><u>Central OTPS Savings</u></b><br>Savings achieved by reducing the budget for discretionary contracts, supplies, and travel.              |                                 | --                    | (12,994)         | (12,994)         | (12,994)         | (12,994)         |
| <b>Total Agency: Citywide Savings Program</b>   |                                 | <b>(105,337)</b>      | <b>(105,727)</b> | <b>(100,086)</b> | <b>(100,086)</b> | <b>(100,086)</b> |

## Expenditure Increases/Re-estimates

### Department of Education

| Description   | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |         |         |         |         |
|---|---------------------------------|-----------------------|---------|---------|---------|---------|
|   |                                 | FY 2018               | FY 2019 | FY 2020 | FY 2021 | FY 2022 |
| <b><u>Collective Bargaining (IC), Elevator Mechanics</u></b>  |                                 | 8                     | 14      | 19      | 18      | 17      |
| <b><u>SSA CB Adjustment</u></b>   |                                 | 8                     | 8       | 8       | 8       | 8       |
| Transfer of CB funds for School Safety Agents from the Police Department.   |                                 |                       |         |         |         |         |
| <b><u>Rat Reduction Mitigation at Schools</u></b>   | 11 C                            | 1,231                 | 1,231   | 884     | 884     | 884     |
| Funding to support an additional 119 schools for the Neighborhood Rat Reduction initiative.   |                                 |                       |         |         |         |         |
| <b><u>Bullying Complaint Portal</u></b>   | 1 P<br>2 C                      | 335                   | 1,043   | 439     | 439     | 439     |
| Creates a public facing incident portal for parents and guardians to report student-on-student discrimination, harassment, intimidation and/or bullying incidents online. |                                 |                       |         |         |         |         |
| <b><u>Anti Bullying Social and Emotional Learning Support</u></b>   |                                 | 1,506                 | 3,012   | 3,012   | 3,012   | 3,012   |
| Provides social and emotional learning programs to 300 schools with high incident and bullying rates.   |                                 |                       |         |         |         |         |
| <b><u>Gay-Straight Alliance (GSA) Expansion</u></b>   |                                 | --                    | 1,000   | 1,000   | 1,000   | 1,000   |
| Supports the establishment of new GSAs in middle and high schools.  |                                 |                       |         |         |         |         |
| <b><u>Restorative Justice Expansion</u></b>   |                                 | --                    | 3,000   | 3,000   | 3,000   | 3,000   |
| Expands restorative justice training to three additional school districts with the highest suspension rates.  |                                 |                       |         |         |         |         |
| <b><u>School Climate Workshops</u></b>  |                                 | 100                   | 100     | 100     | 100     | 100     |
| Funds daylong workshops for parents, educators, families and other community members on bullying prevention.  |                                 |                       |         |         |         |         |
| <b><u>Extended Use Fee Waivers</u></b>  |                                 | 700                   | 1,300   | --      | --      | --      |
| Provides access to additional fee waivers for community organizations using DOE school space.   |                                 |                       |         |         |         |         |
| <b><u>LGBT Community Liaison Office</u></b>   | 1 C                             | 500                   | 500     | 500     | 500     | 500     |
| Supports LGBT and gender equity youth events, suicide prevention, gender equity focused professional development, family and community engagement.                        |                                 |                       |         |         |         |         |

## Expenditure Increases/Re-estimates

### Department of Education

| Description   | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |         |         |         |         |
|---|---------------------------------|-----------------------|---------|---------|---------|---------|
|   |                                 | FY 2018               | FY 2019 | FY 2020 | FY 2021 | FY 2022 |
| <b><u>NYCSSS</u></b><br>Uses savings generated to cover costs of running new sites and programs. Adds new funding for fringe benefits.            |                                 | 30,400                | --      | --      | --      | --      |
| <b><u>New 3-K for All Districts</u></b><br>In addition to districts already announced, DOE will bring 3-K for All to four more districts by FY21. |                                 | --                    | --      | 38,283  | 46,407  | 43,775  |
| <b><u>Vision Screening Transfer</u></b><br>Transfer of funds from DOHMH to DOE to support vision screening contract.                              |                                 | 200                   | 200     | 200     | 200     | 200     |
| <b><u>YMI Adjustment</u></b><br>Aligns funding to match CEO's current budget. Increases support for NYC Men Teach and Peer to Peer mentoring.     |                                 | 75                    | 75      | 75      | 75      | 75      |
| <b><u>Legal HC</u></b><br>Recognizes additional attorneys hired to support misconduct cases.  | 6 C                             | --                    | --      | --      | --      | --      |
| <b><u>City Service Corps (DOE)</u></b><br>City Service Corps (DOE)  |                                 | 51                    | --      | --      | --      | --      |
| <b>Total Agency: Expenditure Increases/Re-estimates</b>   | 1 P<br>20 C                     | 35,114                | 11,483  | 47,520  | 55,643  | 53,010  |

## AGENCY FIVE YEAR SUMMARY

### City University

|                                      | FY 2018                      | FY 2019                 | FY 2020                 | FY 2021                 | FY 2022                 |
|--------------------------------------|------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| <b><u>Dollars</u></b>                | <i>(City Funds in 000's)</i> |                         |                         |                         |                         |
| Baseline Per November 2017 Plan      | \$829,712                    | \$827,351               | \$834,931               | \$848,084               | \$882,878               |
| Expenditure Increases / Re-estimates | 13,329                       | 19,012                  | 23,057                  | 25,728                  | 6,673                   |
| <b>February 2018 Financial Plan</b>  | <b><u>\$843,041</u></b>      | <b><u>\$846,363</u></b> | <b><u>\$857,988</u></b> | <b><u>\$873,812</u></b> | <b><u>\$889,551</u></b> |
| <b><u>Headcount</u></b>              |                              |                         |                         |                         |                         |
| Baseline Per November 2017 Plan      | 4,441 P                      | 4,441 P                 | 4,441 P                 | 4,441 P                 | 4,441 P                 |
|                                      | 1,927 C                      | 1,942 C                 | 1,946 C                 | 1,946 C                 | 1,946 C                 |
| <b>February 2018 Financial Plan</b>  | <b>4,441 P</b>               | <b>4,441 P</b>          | <b>4,441 P</b>          | <b>4,441 P</b>          | <b>4,441 P</b>          |
|                                      | <b><u>1,927 C</u></b>        | <b><u>1,942 C</u></b>   | <b><u>1,946 C</u></b>   | <b><u>1,946 C</u></b>   | <b><u>1,946 C</u></b>   |

C = Civilian, P = Pedagogical, U = Uniform

## Expenditure Increases/Re-estimates

### City University

| Description  | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |         |         |         |         |
|--|---------------------------------|-----------------------|---------|---------|---------|---------|
|  |                                 | FY 2018               | FY 2019 | FY 2020 | FY 2021 | FY 2022 |
| <b><u>Leases</u></b>   |                                 | 1,298                 | 1,896   | 2,516   | 3,155   | 3,812   |
| Supports increase in base rent and operating expenses associated with CUNY's leases.   |                                 |                       |         |         |         |         |
| <b><u>YMI IMPACT Mentoring</u></b>   |                                 | --                    | (150)   | (150)   | (150)   | (150)   |
| YMI IMPACT Mentoring   |                                 |                       |         |         |         |         |
| <b><u>John Jay/NYC Dept of Correction Training Program</u></b>   |                                 | 2,321                 | 828     | --      | --      | --      |
| Supports building operating and training costs associated with DOC's John Jay College Academy Extension.                           |                                 |                       |         |         |         |         |
| <b><u>Guttman Leases</u></b>   |                                 | 101                   | 306     | 517     | 2,549   | 2,794   |
| Supports increase in base rent and operating expenses associated with Guttman's lease  |                                 |                       |         |         |         |         |
| <b><u>Fringe</u></b>   |                                 | 10,135                | 15,915  | 19,957  | 19,957  | --      |
| Aligns budget to reflect fringe benefit costs at CUNY's community colleges.  |                                 |                       |         |         |         |         |
| <b><u>NY Solar Smart</u></b>   |                                 | --                    | 142     | 142     | 142     | 142     |
| Supports a position to oversee the implementation of energy projects aligned with the City's goals for carbon emission reductions. |                                 |                       |         |         |         |         |
| <b><u>CEO Funding Adjustment: Graduate NYC</u></b>   |                                 | 100                   | --      | --      | --      | --      |
| Transfer from CEO to support CUNY's College Completion Initiative Fund   |                                 |                       |         |         |         |         |
| <b><u>We are New York</u></b>  |                                 | 255                   | --      | --      | --      | --      |
| Transfer from MOIA to support the We Are New York program.   |                                 |                       |         |         |         |         |
| <b><u>Adult Literacy - Workforce Development</u></b>   |                                 | 115                   | --      | --      | --      | --      |
| Transfer from MOIA to support CUNY's Workforce Development Program.  |                                 |                       |         |         |         |         |

## Expenditure Increases/Re-estimates

### City University

| Description   | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |               |               |               |              |
|---|---------------------------------|-----------------------|---------------|---------------|---------------|--------------|
|   |                                 | FY 2018               | FY 2019       | FY 2020       | FY 2021       | FY 2022      |
| <b><u>YMI Teacher Recruitment and Retention</u></b>         |                                 | 75                    | 75            | 75            | 75            | 75           |
| YMI Teacher Recruitment and Retention                       |                                 |                       |               |               |               |              |
| <b><u>DoITT 311</u></b>                                     |                                 | (1,071)               | --            | --            | --            | --           |
| Returns transferred funds to be re-directed to CUNY via I/C |                                 |                       |               |               |               |              |
| <b>Total Agency: Expenditure Increases/Re-estimates</b>     |                                 | <b>13,329</b>         | <b>19,012</b> | <b>23,057</b> | <b>25,728</b> | <b>6,673</b> |

## AGENCY FIVE YEAR SUMMARY

### Health + Hospitals

|                                      | FY 2018                        | FY 2019                        | FY 2020                        | FY 2021                        | FY 2022                        |
|--------------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| <b><u>Dollars</u></b>                |                                |                                |                                |                                |                                |
|                                      | <i>(City Funds in 000's)</i>   |                                |                                |                                |                                |
| Baseline Per November 2017 Plan      | \$484,414                      | \$805,489                      | \$907,607                      | \$806,992                      | \$806,992                      |
| Expenditure Increases / Re-estimates | 4,602                          | 8,164                          | 10,339                         | 11,421                         | 11,421                         |
| <b>February 2018 Financial Plan</b>  | <b><u><u>\$489,016</u></u></b> | <b><u><u>\$813,653</u></u></b> | <b><u><u>\$917,946</u></u></b> | <b><u><u>\$818,413</u></u></b> | <b><u><u>\$818,413</u></u></b> |

C = Civilian, P = Pedagogical, U = Uniform

## Expenditure Increases/Re-estimates

### Health + Hospitals

| Description  | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |              |               |               |               |
|--|---------------------------------|-----------------------|--------------|---------------|---------------|---------------|
|  |                                 | FY 2018               | FY 2019      | FY 2020       | FY 2021       | FY 2022       |
| <b><u>Expansion of Forensic Clinic Capacity</u></b><br>Expanded forensic examiner staffing to reduce completion time of Criminal Procedure Law 730 defendant exams.  |                                 | 281                   | 954          | 787           | 787           | 787           |
| <b><u>Collective Bargaining Transfer</u></b><br>Collective Bargaining: Local 237 Elevator Mechanics  |                                 | 4                     | 6            | 10            | 13            | 13            |
| <b><u>Correctional Health: Expansion of Enhanced Pre-Arrest Screening Units</u></b><br>Expansion of enhanced pre-arrest health screening to central booking sites in Brooklyn/Staten Island, the Bronx, and Queens.          |                                 | 657                   | 3,870        | 6,287         | 7,366         | 7,366         |
| <b><u>Correctional Health: Expansion of Naloxone Distribution</u></b><br>Expansion of naloxone training and distribution to visitors at City jails.  |                                 | 255                   | 511          | 511           | 511           | 511           |
| <b><u>Correctional Health: Modular Trailer</u></b><br>Purchase and installation of a modular trailer for correctional health program space on Rikers Island.   |                                 | 1,607                 | --           | --            | --            | --            |
| <b><u>NYC Unity Project: Physician Training on Transgender Youth Services</u></b><br>Training funds for educating direct care providers on linkages to pediatric endocrinology and other transgender youth medical services. |                                 | 86                    | 79           | --            | --            | --            |
| <b><u>Correctional Health: Women in Rikers</u></b><br>Expansion of intimate partner violence counseling, healthy lifestyle therapies, and mental health infirmity services.  |                                 | 206                   | 1,238        | 1,238         | 1,238         | 1,238         |
| <b><u>Forensic Clinic Transfer</u></b>   |                                 | 1,506                 | 1,506        | 1,506         | 1,506         | 1,506         |
| <b>Total Agency: Expenditure Increases/Re-estimates</b>  |                                 | <b>4,602</b>          | <b>8,164</b> | <b>10,339</b> | <b>11,421</b> | <b>11,421</b> |



## AGENCY FIVE YEAR SUMMARY

### Department for the Aging

|                                      | FY 2018                        | FY 2019                        | FY 2020                        | FY 2021                        | FY 2022                        |
|--------------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| <b><u>Dollars</u></b>                | <i>(City Funds in 000's)</i>   |                                |                                |                                |                                |
| Baseline Per November 2017 Plan      | \$249,139                      | \$226,959                      | \$233,442                      | \$234,765                      | \$234,765                      |
| Expenditure Increases / Re-estimates | 87                             | 1,419                          | 1,119                          | 1,119                          | 1,119                          |
| <b>February 2018 Financial Plan</b>  | <b><u><u>\$249,226</u></u></b> | <b><u><u>\$228,378</u></u></b> | <b><u><u>\$234,561</u></u></b> | <b><u><u>\$235,884</u></u></b> | <b><u><u>\$235,884</u></u></b> |
| <b><u>Headcount</u></b>              | <i>(City Funded)</i>           |                                |                                |                                |                                |
| Baseline Per November 2017 Plan      | 227                            | 227                            | 227                            | 227                            | 227                            |
| <b>February 2018 Financial Plan</b>  | <b><u><u>227</u></u></b>       | <b><u><u>227</u></u></b>       | <b><u><u>227</u></u></b>       | <b><u><u>227</u></u></b>       | <b><u><u>227</u></u></b>       |

C = Civilian, P = Pedagogical, U = Uniform

## Expenditure Increases/Re-estimates

### Department for the Aging

| Description  | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |              |              |              |              |
|--|---------------------------------|-----------------------|--------------|--------------|--------------|--------------|
|  |                                 | FY 2018               | FY 2019      | FY 2020      | FY 2021      | FY 2022      |
| <b><u>Senior Home Sharing Program</u></b>  |                                 | --                    | 1,419        | 1,119        | 1,119        | 1,119        |
| Expansion of the Home Sharing Program, which links older adults who have space in their homes with individuals in need of housing. |                                 |                       |              |              |              |              |
| <b><u>Lease Adjustment</u></b>   |                                 | 87                    | --           | --           | --           | --           |
| Lease adjustment   |                                 |                       |              |              |              |              |
| <b>Total Agency: Expenditure Increases/Re-estimates</b>  |                                 | <b>87</b>             | <b>1,419</b> | <b>1,119</b> | <b>1,119</b> | <b>1,119</b> |

## AGENCY FIVE YEAR SUMMARY

### Department of Small Business Services

|                                      | FY 2018                        | FY 2019                        | FY 2020                        | FY 2021                        | FY 2022                       |
|--------------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|-------------------------------|
| <b><u>Dollars</u></b>                | <i>(City Funds in 000's)</i>   |                                |                                |                                |                               |
| Baseline Per November 2017 Plan      | \$148,373                      | \$95,940                       | \$92,256                       | \$86,304                       | \$85,695                      |
| Citywide Savings Program             | (1,722)                        | (962)                          | (872)                          | (665)                          | (665)                         |
| Expenditure Increases / Re-estimates | 43,947                         | 23,292                         | 21,650                         | 18,204                         | 5,337                         |
| <b>February 2018 Financial Plan</b>  | <b><u><u>\$190,598</u></u></b> | <b><u><u>\$118,270</u></u></b> | <b><u><u>\$113,034</u></u></b> | <b><u><u>\$103,843</u></u></b> | <b><u><u>\$90,367</u></u></b> |
| <b><u>Headcount</u></b>              | <i>(City Funded)</i>           |                                |                                |                                |                               |
| Baseline Per November 2017 Plan      | 261                            | 217                            | 211                            | 206                            | 206                           |
| Expenditure Increases / Re-estimates | 1                              | 45                             | 45                             | 44                             | 44                            |
| <b>February 2018 Financial Plan</b>  | <b><u><u>262</u></u></b>       | <b><u><u>262</u></u></b>       | <b><u><u>256</u></u></b>       | <b><u><u>250</u></u></b>       | <b><u><u>250</u></u></b>      |

C = Civilian, P = Pedagogical, U = Uniform

## Citywide Savings Program

### Department of Small Business Services

| Description   | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |              |              |              |              |
|---|---------------------------------|-----------------------|--------------|--------------|--------------|--------------|
|   |                                 | FY 2018               | FY 2019      | FY 2020      | FY 2021      | FY 2022      |
| <p><b><u>OER Jumpstart Savings</u></b><br/>The Mayor's Office of Environmental Remediation (OER) will have lower than expected funding needs for various eligible projects associated with the Jumpstart program.</p> |                                 | (355)                 | --           | --           | --           | --           |
| <p><b><u>SBS OTPS Savings</u></b><br/>SBS will achieve OTPS savings by spending more efficiently on outreach, marketing, and training programs.</p>   |                                 | (449)                 | (524)        | (457)        | (350)        | (350)        |
| <p><b><u>SBS PS Savings</u></b><br/>SBS will achieve savings in the current year and out years through delayed hiring.</p>  |                                 | (571)                 | (100)        | (100)        | --           | --           |
| <p><b><u>TGI Savings</u></b><br/>The Trust for Governors Island (TGI) will achieve savings by reducing spending on contracted services that support the island's infrastructure.</p>                                  |                                 | (347)                 | (338)        | (315)        | (315)        | (315)        |
| <b>Total Agency: Citywide Savings Program</b>   |                                 | <b>(1,722)</b>        | <b>(962)</b> | <b>(872)</b> | <b>(665)</b> | <b>(665)</b> |

## Expenditure Increases/Re-estimates

### Department of Small Business Services

| Description   | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |               |               |               |              |
|---|---------------------------------|-----------------------|---------------|---------------|---------------|--------------|
|   |                                 | FY 2018               | FY 2019       | FY 2020       | FY 2021       | FY 2022      |
| <b><u>Waterfront Permits Unit</u></b>   |                                 | (200)                 | 200           | --            | --            | --           |
| The Department of Small Business Services will reallocate FY18 funding for the Water Permits Unit to FY19.                |                                 |                       |               |               |               |              |
| <b><u>SBS AppenticeNYC</u></b>  |                                 | 457                   | 1,098         | 3,446         | --            | --           |
| The Department of Small Business Services will receive funding for the ApprenticeNYC program.                             |                                 |                       |               |               |               |              |
| <b><u>Bus Program</u></b>   |                                 | 41,800                | --            | --            | --            | --           |
| The Department of Small Business Services will receive OTPS funding for the Bus Program.                                  |                                 |                       |               |               |               |              |
| <b><u>Bus Program</u></b>   |                                 | --                    | 140           | --            | --            | --           |
| The Department of Small Business Services will receive PS funding for the Bus Program.                                    |                                 |                       |               |               |               |              |
| <b><u>Construction Safety Training</u></b>  | 44 C                            | --                    | 18,704        | 18,204        | 18,204        | 5,337        |
| The Department of Small Business Services will receive funding for construction safety training.                          |                                 |                       |               |               |               |              |
| <b><u>Graffiti Free and CleaNYC Operating Funds</u></b>   |                                 | 1,940                 | 3,100         | --            | --            | --           |
| The NYC Economic Development Corporation will receive funds for the operations of the Graffiti Free and CleaNYC programs. |                                 |                       |               |               |               |              |
| <b><u>Funding Reallocation</u></b>  |                                 | (50)                  | 50            | --            | --            | --           |
| The Department of Small Business Services will reallocate funds across fiscal years.                                      |                                 |                       |               |               |               |              |
| <b><u>Financial Plan Headcount Adjustments</u></b>  | 1 C                             | --                    | --            | --            | --            | --           |
| Headcount adjustments as a result of approved budget modifications  |                                 |                       |               |               |               |              |
| <b>Total Agency: Expenditure Increases/Re-estimates</b>   | <b>45 C</b>                     | <b>43,947</b>         | <b>23,292</b> | <b>21,650</b> | <b>18,204</b> | <b>5,337</b> |

## AGENCY FIVE YEAR SUMMARY

### Department of Buildings

|   | FY 2018                      | FY 2019                 | FY 2020                 | FY 2021                 | FY 2022                 |
|---|------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| <b><u>Dollars</u></b>                   | <i>(City Funds in 000's)</i> |                         |                         |                         |                         |
| Baseline Per November 2017 Plan         | \$184,717                    | \$164,401               | \$165,671               | \$158,591               | \$158,591               |
| Citywide Savings Program                | (3,694)                      | (3,288)                 | (3,313)                 | (3,172)                 | (3,172)                 |
| Less Citywide Savings Program (Revenue) | 3,694                        | 3,288                   | 3,313                   | 3,172                   | 3,172                   |
| Expenditure Increases / Re-estimates    | 5,737                        | 18,588                  | 21,327                  | 19,762                  | 20,042                  |
| <b>February 2018 Financial Plan</b>     | <b><u>\$190,454</u></b>      | <b><u>\$182,989</u></b> | <b><u>\$186,998</u></b> | <b><u>\$178,353</u></b> | <b><u>\$178,633</u></b> |
| <b><u>Headcount</u></b>                 | <i>(City Funded)</i>         |                         |                         |                         |                         |
| Baseline Per November 2017 Plan         | 1,711                        | 1,649                   | 1,670                   | 1,670                   | 1,670                   |
| Expenditure Increases / Re-estimates    | 80                           | 221                     | 268                     | 268                     | 267                     |
| <b>February 2018 Financial Plan</b>     | <b><u>1,791</u></b>          | <b><u>1,870</u></b>     | <b><u>1,938</u></b>     | <b><u>1,938</u></b>     | <b><u>1,937</u></b>     |

C = Civilian, P = Pedagogical, U = Uniform

## Citywide Savings Program

### Department of Buildings

| Description   | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |                |                |                |                |
|---|---------------------------------|-----------------------|----------------|----------------|----------------|----------------|
|   |                                 | FY 2018               | FY 2019        | FY 2020        | FY 2021        | FY 2022        |
| <p><b><u>Expand Hazardous Enforcement Categories</u></b><br/>                     Revenue related to expansion of DOB enforcement categories.</p> |                                 | (3,694)               | (3,288)        | (3,313)        | (3,172)        | (3,172)        |
| <b>Total Agency: Citywide Savings Program</b>   |                                 | <b>(3,694)</b>        | <b>(3,288)</b> | <b>(3,313)</b> | <b>(3,172)</b> | <b>(3,172)</b> |

## Expenditure Increases/Re-estimates

### Department of Buildings

| Description  | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |               |               |               |               |
|--|---------------------------------|-----------------------|---------------|---------------|---------------|---------------|
|  |                                 | FY 2018               | FY 2019       | FY 2020       | FY 2021       | FY 2022       |
| <b><u>Build it Back</u></b><br>The Department of Buildings will receive funding to complete the remaining projects in the Build it Back pipeline.  |                                 | 1,308                 | --            | --            | --            | --            |
| <b><u>DOB Basement Program</u></b><br>The Department of Buildings will receive funding to contract with a vendor to study the impact of building code on the successful conversion of basements into legal dwellings.  | 1 C                             | 205                   | 215           | 215           | 320           | --            |
| <b><u>DOB Construction Site Safety and Training Compliance</u></b><br>The Department of Buildings will receive funding for increased enforcement of construction site safety in the City and to enforce compliance with the new construction safety training law (LL96).                                       | 145 C                           | 2,615                 | 13,166        | 15,905        | 14,235        | 14,835        |
| <b><u>DOBTenant Protection Legislation</u></b><br>The Department of Buildings will receive funding to strengthen its ability to protect tenants from construction harassment through increased enforcement inspections and construction plan review audits as part of the Stand for Tenant Safety legislation. | 75 C                            | 1,609                 | 5,207         | 5,207         | 5,207         | 5,207         |
| <b>Total Agency: Expenditure Increases/Re-estimates</b>  | <b>221 C</b>                    | <b>5,737</b>          | <b>18,588</b> | <b>21,327</b> | <b>19,762</b> | <b>20,042</b> |



## AGENCY FIVE YEAR SUMMARY

### Department of Environmental Protection

|                                      | FY 2018                          | FY 2019                          | FY 2020                          | FY 2021                          | FY 2022                          |
|--------------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|
| <b><u>Dollars</u></b>                | <i>(City Funds in 000's)</i>     |                                  |                                  |                                  |                                  |
| Baseline Per November 2017 Plan      | \$1,182,677                      | \$1,164,427                      | \$1,161,159                      | \$1,146,793                      | \$1,146,793                      |
| Citywide Savings Program             | (16,406)                         | (12,242)                         | -                                | -                                | -                                |
| Expenditure Increases / Re-estimates | 29,648                           | 7,197                            | 4,712                            | 9,039                            | 5,611                            |
| <b>February 2018 Financial Plan</b>  | <b><u><u>\$1,195,919</u></u></b> | <b><u><u>\$1,159,382</u></u></b> | <b><u><u>\$1,165,871</u></u></b> | <b><u><u>\$1,155,832</u></u></b> | <b><u><u>\$1,152,404</u></u></b> |
| <b><u>Headcount</u></b>              | <i>(City Funded)</i>             |                                  |                                  |                                  |                                  |
| Baseline Per November 2017 Plan      | 263                              | 263                              | 263                              | 263                              | 263                              |
| Expenditure Increases / Re-estimates | 4                                | 6                                | 6                                | 6                                | 5                                |
| <b>February 2018 Financial Plan</b>  | <b><u><u>267</u></u></b>         | <b><u><u>269</u></u></b>         | <b><u><u>269</u></u></b>         | <b><u><u>269</u></u></b>         | <b><u><u>268</u></u></b>         |

C = Civilian, P = Pedagogical, U = Uniform

## Citywide Savings Program

### Department of Environmental Protection

| Description   | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |         |         |         |         |
|---|---------------------------------|-----------------------|---------|---------|---------|---------|
|   |                                 | FY 2018               | FY 2019 | FY 2020 | FY 2021 | FY 2022 |
| <b><u>Reduction in Overtime Budget</u></b><br>A change in overtime policy will decrease overtime needs.   |                                 | (500)                 | --      | --      | --      | --      |
| <b><u>Collection Contract Reduction</u></b><br>Pursuant to federal regulations, DEP no longer reports delinquent water and sewer rate payers to credit agencies. Adjustment to scope of related collection contracts lead to savings. |                                 | (400)                 | (400)   | --      | --      | --      |
| <b><u>Citywide Stormwater Engineering Analysis and Planning</u></b><br>Contract delays.   |                                 | (169)                 | --      | --      | --      | --      |
| <b><u>Surplus in Various Environmental Health &amp; Safety Contracts</u></b><br>Estimated surpluses for audit service, risk management, and EHS management service contracts.   |                                 | (30)                  | (70)    | --      | --      | --      |
| <b><u>Alternative Water Use Cost Sharing Program Adjustment</u></b><br>Funding surplus due to reduced participation.  |                                 | (301)                 | --      | --      | --      | --      |
| <b><u>Toilet Replacement Program</u></b><br>Fewer homeowners are requesting vouchers for low flow toilets. There is less demand for toilet replacements than anticipated.   |                                 | (275)                 | (279)   | --      | --      | --      |
| <b><u>Organizational Development Training Budget Surplus</u></b><br>Funding surplus for training.   |                                 | (100)                 | (75)    | --      | --      | --      |
| <b><u>Termination of IBM Database Contract</u></b><br>Due to high contract reinstatement fees, this contract will not be renewed.   |                                 | (100)                 | --      | --      | --      | --      |
| <b><u>Data Processing Software License Reduction</u></b><br>This contract ended in FY17.  |                                 | (95)                  | --      | --      | --      | --      |
| <b><u>Arterial Highway Catch Basin Cleaning Contract</u></b><br>A delay in contract registration and lower than expected monthly cost.  |                                 | (1,996)               | (790)   | --      | --      | --      |
| <b><u>Flow Monitor Purchases</u></b><br>Fewer sewer flow monitors were purchased.   |                                 | (155)                 | --      | --      | --      | --      |

## Citywide Savings Program

### Department of Environmental Protection

| Description   | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |         |         |         |         |
|---|---------------------------------|-----------------------|---------|---------|---------|---------|
|   |                                 | FY 2018               | FY 2019 | FY 2020 | FY 2021 | FY 2022 |
| <b><u>Water and Sewer Operations Supply Savings</u></b><br>Reduced purchase of various tools and building maintenance supplies.   |                                 | (50)                  | (50)    | --      | --      | --      |
| <b><u>Green Infrastructure Maintenance Facility Lease</u></b><br>DEP has been able to utilize currently available space and does not plan to lease space at this time.                        |                                 | --                    | (500)   | --      | --      | --      |
| <b><u>Water and Sewer Field Operations Contract Reductions</u></b><br>Reduced contractual services for sewer monitors, arterial highway, culvert inspections and smart sewer covers.          |                                 | --                    | (488)   | --      | --      | --      |
| <b><u>Croton Filtration Maintenance and Repair Contracts</u></b><br>Reduced operating costs.  |                                 | (2,932)               | (340)   | --      | --      | --      |
| <b><u>Croton Filtration Plant Chemicals</u></b><br>Reduced funding for chemicals due to decreased operations.   |                                 | (1,200)               | --      | --      | --      | --      |
| <b><u>Elimination of the Owls Head Wastewater Treatment Plant Dewatering Contract</u></b><br>On-site dewatering is no longer needed as sludge will be shipped and treated at other locations. |                                 | (961)                 | (4,000) | --      | --      | --      |
| <b><u>Glycerin Reduction</u></b><br>Modeling has shown that mandated Biological Nutrient Removal goals can be met with less glycerin at wastewater treatment plants.                          |                                 | (4,000)               | (4,000) | --      | --      | --      |
| <b><u>Centrifuge Maintenance</u></b><br>New centrifuges at Wards Island will be maintained under installation contract.   |                                 | (1,000)               | (1,000) | --      | --      | --      |
| <b><u>Citywide Infiltration &amp; Inflow Analysis &amp; Alternatives</u></b><br>Contract delays.  |                                 | (142)                 | --      | --      | --      | --      |

## Citywide Savings Program

### Department of Environmental Protection

| Description   | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |                 |           |           |           |
|---|---------------------------------|-----------------------|-----------------|-----------|-----------|-----------|
|   |                                 | FY 2018               | FY 2019         | FY 2020   | FY 2021   | FY 2022   |
| <b><u>Resiliency Program Contract</u></b><br>Contract delays.                                 |                                 | --                    | (250)           | --        | --        | --        |
| <b><u>Bureau of Wastewater Treatment PS Savings from Delayed Hiring</u></b><br>Hiring delays. |                                 | (2,000)               | --              | --        | --        | --        |
| <b>Total Agency: Citywide Savings Program</b>   |                                 | <b>(16,406)</b>       | <b>(12,242)</b> | <b>--</b> | <b>--</b> | <b>--</b> |

## Expenditure Increases/Re-estimates

### Department of Environmental Protection

| Description   | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |         |         |         |         |
|---|---------------------------------|-----------------------|---------|---------|---------|---------|
|   |                                 | FY 2018               | FY 2019 | FY 2020 | FY 2021 | FY 2022 |
| <p><b><u>Cannonsville Dam Hydroelectric Study</u></b><br/>The Federal Energy Regulation Commission (FERC) recommended a Feasibility and Alternatives Study for the Cannonsville Hydroelectric Project to consider potential risks of performing deep excavation and construction around the Reservoir.</p>  |                                 | 944                   | (380)   | --      | --      | --      |
| <p><b><u>Mandated Conceptual Design for Catskill/Delaware Filtration Plant</u></b><br/>Engineering services to perform studies and design enhancements for the treatment of Catskill and Delaware water.</p>  |                                 | (717)                 | (860)   | 346     | 3,753   | --      |
| <p><b><u>Rondout West Branch Tunnel Shutdown Management Plan</u></b><br/>Funding to acquire professional services needed for the development of the Rondout West Branch Tunnel Shutdown Management Plan.</p>  |                                 | 556                   | 889     | 559     | 207     | --      |
| <p><b><u>Flushing Bay Dredging</u></b><br/>Due to years of significant CSO discharges, DEP is under a State Consent Order to improve the water quality of Flushing Bay. The current request realigns funding to accurately reflect the timeline.</p>  |                                 | 12,670                | 1,265   | (862)   | (951)   | (878)   |
| <p><b><u>Mandated Site Acquisition for Gowanus Canal Cleanup</u></b><br/>In order to comply with the strict timeline mandated by the EPA in the cleanup of the Gowanus Canal Superfund Site, DEP must acquire sites for a Combined Sewer Overflow tank by April 2020. DEP will work with EDC to secure an interest in the property to allow for prompt acquisition to occur after the Uniform Land Use Review Procedure is completed.</p> |                                 | 10,000                | --      | --      | --      | --      |
| <p><b><u>Green Infrastructure Monitoring &amp; Research Contract</u></b><br/>Net-zero contract cashflow adjustments as the purchase and installation of equipment is front-loaded.</p>  |                                 | 1,001                 | 706     | (1,160) | (547)   | --      |
| <p><b><u>Maintenance for DEP's New Data Storage Centers</u></b><br/>Maintenance and support for DEP's new data centers. Work includes updates to software, parts replacement, and technical support.</p>  |                                 | 1,135                 | 555     | 555     | 696     | 696     |

## Expenditure Increases/Re-estimates

### Department of Environmental Protection

| Description  | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |              |              |              |              |
|--|---------------------------------|-----------------------|--------------|--------------|--------------|--------------|
|  |                                 | FY 2018               | FY 2019      | FY 2020      | FY 2021      | FY 2022      |
| <b><u>Enterprise Mobile Application Licenses Used for Inspections</u></b><br>Unlimited mobile licenses for DEP and FDNY inspectors that allow mobile devices to perform and resolve inspections which capture emergency and non-emergency incidents in real time.  |                                 | 740                   | 133          | 133          | 133          | 133          |
| <b><u>Pilots and Mechanic for DEP Owned Helicopter</u></b><br>Hiring of two pilots and one mechanic to operate and maintain one helicopter recently purchased for the purpose of patrolling the upstate watershed and DEP facilities.  | 3 C                             | 120                   | 240          | 240          | 240          | 240          |
| <b><u>Biosolids Disposal</u></b><br>The cost for disposing of the City's biosolids is steadily increasing due to higher unit costs for all biosolids contracts. The contracts have increased because many nearby landfills are refusing to accept biosolids, which means that contractors must travel farther to dispose of biosolids. |                                 | 3,155                 | 4,316        | 4,547        | 5,072        | 5,072        |
| <b><u>City Seasonal Aides Collective Bargaining</u></b><br>The City Seasonal Aides have a new collective bargaining agreement with a \$13.50 minimum wage.   |                                 | 2                     | 4            | 4            | 4            | 4            |
| <b><u>Environmental Quality Review Database Upgrade</u></b><br>Database upgrade to improve environmental review performance citywide.  | 2 C                             | --                    | 234          | 255          | 337          | 249          |
| <b><u>Computer Systems Manager for the Office of Environmental Remediation</u></b><br>The Office of Environmental Remediation (OER) will receive funds for a Computer Systems Manager position to monitor and maintain the agency's information technology (IT) platforms, perform system enhancements, and formulate IT solutions.    | 1 C                             | 42                    | 95           | 95           | 95           | 95           |
| <b>Total Agency: Expenditure Increases/Re-estimates</b>  | <b>6 C</b>                      | <b>29,648</b>         | <b>7,197</b> | <b>4,712</b> | <b>9,039</b> | <b>5,611</b> |

## AGENCY FIVE YEAR SUMMARY

### Debt Service

|                                      | FY 2018                      | FY 2019                   | FY 2020                   | FY 2021                   | FY 2022                   |
|--------------------------------------|------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| <b><u>Dollars</u></b>                | <i>(City Funds in 000's)</i> |                           |                           |                           |                           |
| Baseline Per November 2017 Plan      | \$2,756,836                  | \$6,898,507               | \$7,460,364               | \$7,930,316               | \$8,575,806               |
| Citywide Savings Program             | (88,652)                     | (67,371)                  | (47,840)                  | (47,835)                  | (823)                     |
| Expenditure Increases / Re-estimates | 2,583,904                    | (2,583,904)               | -                         | -                         | -                         |
| <b>February 2018 Financial Plan</b>  | <b><u>\$5,252,088</u></b>    | <b><u>\$4,247,232</u></b> | <b><u>\$7,412,524</u></b> | <b><u>\$7,882,481</u></b> | <b><u>\$8,574,983</u></b> |

C = Civilian, P = Pedagogical, U = Uniform

## Citywide Savings Program

### Debt Service

| Description  | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |                 |                 |                 |              |
|--|---------------------------------|-----------------------|-----------------|-----------------|-----------------|--------------|
|  |                                 | FY 2018               | FY 2019         | FY 2020         | FY 2021         | FY 2022      |
| <b><u>GO Refunding</u></b>                         |                                 | (20,750)              | (47,837)        | (47,840)        | (47,835)        | (823)        |
| GO Refunding                                       |                                 |                       |                 |                 |                 |              |
| <b><u>GO Variable Rate Interest</u></b>            |                                 | (52,517)              | --              | --              | --              | --           |
| GO Variable Rate Interest                          |                                 |                       |                 |                 |                 |              |
| <b><u>TFA Debt Re-Estimates</u></b>                |                                 | (15,385)              | (19,534)        | --              | --              | --           |
| TFA Variable Rate Interest and Excess Building Aid |                                 |                       |                 |                 |                 |              |
| <b>Total Agency: Citywide Savings Program</b>      |                                 | <b>(88,652)</b>       | <b>(67,371)</b> | <b>(47,840)</b> | <b>(47,835)</b> | <b>(823)</b> |



## Expenditure Increases/Re-estimates

### Debt Service

| Description   | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |                    |           |           |           |
|---|---------------------------------|-----------------------|--------------------|-----------|-----------|-----------|
|   |                                 | FY 2018               | FY 2019            | FY 2020   | FY 2021   | FY 2022   |
| <b><u>Debt Service Prepayment</u></b>                   |                                 | 2,583,904             | (2,583,904)        | --        | --        | --        |
| Debt Service Prepayment                                 |                                 |                       |                    |           |           |           |
| <b>Total Agency: Expenditure Increases/Re-estimates</b> |                                 | <b>2,583,904</b>      | <b>(2,583,904)</b> | <b>--</b> | <b>--</b> | <b>--</b> |

## AGENCY FIVE YEAR SUMMARY

### Mayorality

|                                      | FY 2018                       | FY 2019                       | FY 2020                       | FY 2021                       | FY 2022                       |
|--------------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| <b><u>Dollars</u></b>                | <i>(City Funds in 000's)</i>  |                               |                               |                               |                               |
| Baseline Per November 2017 Plan      | \$100,541                     | \$99,193                      | \$95,536                      | \$95,395                      | \$95,655                      |
| Citywide Savings Program             | (1,742)                       | (299)                         | -                             | -                             | -                             |
| Expenditure Increases / Re-estimates | (73)                          | 100                           | 100                           | 100                           | 100                           |
| <b>February 2018 Financial Plan</b>  | <b><u><u>\$98,726</u></u></b> | <b><u><u>\$98,994</u></u></b> | <b><u><u>\$95,636</u></u></b> | <b><u><u>\$95,495</u></u></b> | <b><u><u>\$95,755</u></u></b> |
| <b><u>Headcount</u></b>              | <i>(City Funded)</i>          |                               |                               |                               |                               |
| Baseline Per November 2017 Plan      | 991                           | 987                           | 975                           | 975                           | 975                           |
| Expenditure Increases / Re-estimates | 2                             | 1                             | 1                             | 1                             | 1                             |
| <b>February 2018 Financial Plan</b>  | <b><u><u>993</u></u></b>      | <b><u><u>988</u></u></b>      | <b><u><u>976</u></u></b>      | <b><u><u>976</u></u></b>      | <b><u><u>976</u></u></b>      |

C = Civilian, P = Pedagogical, U = Uniform

## Citywide Savings Program

### Mayoralty

| Description  | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |              |         |         |         |
|--|---------------------------------|-----------------------|--------------|---------|---------|---------|
|  |                                 | FY 2018               | FY 2019      | FY 2020 | FY 2021 | FY 2022 |
| <b><u>Mayor's Office PS Savings</u></b><br>The agency will achieve savings from delays in filling vacant positions.                            |                                 | (1,000)               | --           | --      | --      | --      |
| <b><u>Mayor's Office of Contract Services PS Savings</u></b><br>The agency will achieve savings from delays in filling vacant positions.       |                                 | (435)                 | --           | --      | --      | --      |
| <b><u>Office of Labor Relations Contractual Re-Estimate</u></b><br>The agency has identified savings due to a delay in registering a contract. |                                 | (307)                 | (299)        | --      | --      | --      |
| <b>Total Agency: Citywide Savings Program</b>  |                                 | <b>(1,742)</b>        | <b>(299)</b> | --      | --      | --      |

## Expenditure Increases/Re-estimates

### Mayoralty

| Description   | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |            |            |            |            |
|---|---------------------------------|-----------------------|------------|------------|------------|------------|
|   |                                 | FY 2018               | FY 2019    | FY 2020    | FY 2021    | FY 2022    |
| <b><u>OMB Citywide Lease Savings</u></b>                |                                 | (98)                  | --         | --         | --         | --         |
| Reflects citywide savings for centrally managed leases. |                                 |                       |            |            |            |            |
| <b><u>Non-Profit Resiliency Committee Staff</u></b>     | 1 C                             | 25                    | 100        | 100        | 100        | 100        |
| Non-Profit Resiliency Committee staff.                  |                                 |                       |            |            |            |            |
| <b>Total Agency: Expenditure Increases/Re-estimates</b> | <b>1 C</b>                      | <b>(73)</b>           | <b>100</b> | <b>100</b> | <b>100</b> | <b>100</b> |

## AGENCY FIVE YEAR SUMMARY

### Campaign Finance Board

|                                     | FY 2018                      | FY 2019                | FY 2020                | FY 2021                | FY 2022                |
|-------------------------------------|------------------------------|------------------------|------------------------|------------------------|------------------------|
| <b><u>Dollars</u></b>               | <i>(City Funds in 000's)</i> |                        |                        |                        |                        |
| Baseline Per November 2017 Plan     | \$56,661                     | \$14,019               | \$14,019               | \$14,019               | \$14,019               |
| Citywide Savings Program            | (13,000)                     | -                      | -                      | -                      | -                      |
| <b>February 2018 Financial Plan</b> | <b><u>\$43,661</u></b>       | <b><u>\$14,019</u></b> | <b><u>\$14,019</u></b> | <b><u>\$14,019</u></b> | <b><u>\$14,019</u></b> |
| <b><u>Headcount</u></b>             |                              |                        |                        |                        |                        |
| Baseline Per November 2017 Plan     | 103                          | 103                    | 103                    | 103                    | 103                    |
| <b>February 2018 Financial Plan</b> | <b><u>103</u></b>            | <b><u>103</u></b>      | <b><u>103</u></b>      | <b><u>103</u></b>      | <b><u>103</u></b>      |

C = Civilian, P = Pedagogical, U = Uniform

## Citywide Savings Program

### Campaign Finance Board

| Description  | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |           |           |           |           |
|--|---------------------------------|-----------------------|-----------|-----------|-----------|-----------|
|  |                                 | FY 2018               | FY 2019   | FY 2020   | FY 2021   | FY 2022   |
| <p><b><u>Surplus Takedown</u></b><br/>                     A technical adjustment to take down surplus funds in the Campaign Finance Fund.</p> |                                 | (13,000)              | --        | --        | --        | --        |
| <b>Total Agency: Citywide Savings Program</b>  |                                 | <b>(13,000)</b>       | <b>--</b> | <b>--</b> | <b>--</b> | <b>--</b> |

## AGENCY FIVE YEAR SUMMARY

### Office of the Actuary

|                                      | FY 2018                      | FY 2019                      | FY 2020                      | FY 2021                      | FY 2022                      |
|--------------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|
| <b><u>Dollars</u></b>                | <i>(City Funds in 000's)</i> |                              |                              |                              |                              |
| Baseline Per November 2017 Plan      | \$7,501                      | \$7,099                      | \$7,074                      | \$7,049                      | \$7,049                      |
| Expenditure Increases / Re-estimates | 51                           | 20                           | 20                           | 20                           | 20                           |
| <b>February 2018 Financial Plan</b>  | <b><u><u>\$7,552</u></u></b> | <b><u><u>\$7,119</u></u></b> | <b><u><u>\$7,094</u></u></b> | <b><u><u>\$7,069</u></u></b> | <b><u><u>\$7,069</u></u></b> |
| <b><u>Headcount</u></b>              |                              |                              |                              |                              |                              |
| Baseline Per November 2017 Plan      | 46                           | 46                           | 46                           | 46                           | 46                           |
| <b>February 2018 Financial Plan</b>  | <b><u><u>46</u></u></b>      | <b><u><u>46</u></u></b>      | <b><u><u>46</u></u></b>      | <b><u><u>46</u></u></b>      | <b><u><u>46</u></u></b>      |

C = Civilian, P = Pedagogical, U = Uniform

## Expenditure Increases/Re-estimates

### Office of the Actuary

| Description  | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |         |         |         |         |
|--|---------------------------------|-----------------------|---------|---------|---------|---------|
|  |                                 | FY 2018               | FY 2019 | FY 2020 | FY 2021 | FY 2022 |
| <p><b><u>Transportation Resources</u></b><br/>                     Transportation resources for the Office of the Actuary.</p> |                                 | 51                    | 20      | 20      | 20      | 20      |
| <b>Total Agency: Expenditure Increases/Re-estimates</b>  |                                 | 51                    | 20      | 20      | 20      | 20      |



## AGENCY FIVE YEAR SUMMARY

### Department of Emergency Management

|                                      | FY 2018                       | FY 2019                       | FY 2020                       | FY 2021                       | FY 2022                       |
|--------------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| <b><u>Dollars</u></b>                | <i>(City Funds in 000's)</i>  |                               |                               |                               |                               |
| Baseline Per November 2017 Plan      | \$39,095                      | \$26,360                      | \$26,294                      | \$27,210                      | \$27,210                      |
| Citywide Savings Program             | (102)                         | -                             | -                             | -                             | -                             |
| Expenditure Increases / Re-estimates | 140                           | -                             | -                             | -                             | -                             |
| <b>February 2018 Financial Plan</b>  | <b><u><u>\$39,133</u></u></b> | <b><u><u>\$26,360</u></u></b> | <b><u><u>\$26,294</u></u></b> | <b><u><u>\$27,210</u></u></b> | <b><u><u>\$27,210</u></u></b> |
| <b><u>Headcount</u></b>              | <i>(City Funded)</i>          |                               |                               |                               |                               |
| Baseline Per November 2017 Plan      | 67                            | 67                            | 67                            | 67                            | 67                            |
| <b>February 2018 Financial Plan</b>  | <b><u><u>67</u></u></b>       | <b><u><u>67</u></u></b>       | <b><u><u>67</u></u></b>       | <b><u><u>67</u></u></b>       | <b><u><u>67</u></u></b>       |

C = Civilian, P = Pedagogical, U = Uniform

## Citywide Savings Program

### Department of Emergency Management

| Description   | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |           |           |           |           |
|---|---------------------------------|-----------------------|-----------|-----------|-----------|-----------|
|   |                                 | FY 2018               | FY 2019   | FY 2020   | FY 2021   | FY 2022   |
| <p><b><u>Contractual Re-Estimate</u></b></p> <p>The agency has identified savings due to a delay in registering a contract.</p> |                                 | (102)                 | --        | --        | --        | --        |
| <b>Total Agency: Citywide Savings Program</b>   |                                 | <b>(102)</b>          | <b>--</b> | <b>--</b> | <b>--</b> | <b>--</b> |

## Expenditure Increases/Re-estimates

### Department of Emergency Management

| Description  | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |           |           |           |           |
|--|---------------------------------|-----------------------|-----------|-----------|-----------|-----------|
|  |                                 | FY 2018               | FY 2019   | FY 2020   | FY 2021   | FY 2022   |
| <u>Interim Flood Protection Measures (IFPM)</u><br>Resources needed to complete flood protection measures. |                                 | 140                   | --        | --        | --        | --        |
| <b>Total Agency: Expenditure Increases/Re-estimates</b>  |                                 | <b>140</b>            | <b>--</b> | <b>--</b> | <b>--</b> | <b>--</b> |

## AGENCY FIVE YEAR SUMMARY

### Administrative Tax Appeals

|   | FY 2018                      | FY 2019               | FY 2020               | FY 2021               | FY 2022               |
|---|------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| <b><u>Dollars</u></b>                   | <i>(City Funds in 000's)</i> |                       |                       |                       |                       |
| Baseline Per November 2017 Plan         | \$5,106                      | \$5,063               | \$5,063               | \$5,063               | \$5,063               |
| Citywide Savings Program                | (92)                         | (82)                  | -                     | -                     | -                     |
| Less Citywide Savings Program (Revenue) | 40                           | 39                    | -                     | -                     | -                     |
| Expenditure Increases / Re-estimates    | 38                           | 150                   | 150                   | 150                   | 150                   |
| <b>February 2018 Financial Plan</b>     | <b><u>\$5,092</u></b>        | <b><u>\$5,170</u></b> | <b><u>\$5,213</u></b> | <b><u>\$5,213</u></b> | <b><u>\$5,213</u></b> |
| <b><u>Headcount</u></b>                 | <i>(City Funded)</i>         |                       |                       |                       |                       |
| Baseline Per November 2017 Plan         | 44                           | 44                    | 44                    | 44                    | 44                    |
| Expenditure Increases / Re-estimates    | 2                            | 2                     | 2                     | 2                     | 2                     |
| <b>February 2018 Financial Plan</b>     | <b><u>46</u></b>             | <b><u>46</u></b>      | <b><u>46</u></b>      | <b><u>46</u></b>      | <b><u>46</u></b>      |

C = Civilian, P = Pedagogical, U = Uniform

## Citywide Savings Program

### Administrative Tax Appeals

| Description  | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |             |           |           |           |
|--|---------------------------------|-----------------------|-------------|-----------|-----------|-----------|
|  |                                 | FY 2018               | FY 2019     | FY 2020   | FY 2021   | FY 2022   |
| <p><b><u>Property Assessment Revenue</u></b><br/>The Office of Administrative Tax Appeals has re-estimated the revenue from property assessment review applications.</p> |                                 | (40)                  | (39)        | --        | --        | --        |
| <p><b><u>Reduction in Overtime</u></b><br/>The agency will achieve savings in the current fiscal year from a reduction in overtime.</p>                                  |                                 | (20)                  | --          | --        | --        | --        |
| <p><b><u>PS Savings</u></b><br/>The agency will achieve savings in the current fiscal year and in FY 2019 from delays in filling vacant positions.</p>                   |                                 | (32)                  | (43)        | --        | --        | --        |
| <b>Total Agency: Citywide Savings Program</b>  |                                 | <b>(92)</b>           | <b>(82)</b> | <b>--</b> | <b>--</b> | <b>--</b> |

## Expenditure Increases/Re-estimates

### Administrative Tax Appeals

| Description   | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |            |            |            |            |
|---|---------------------------------|-----------------------|------------|------------|------------|------------|
|   |                                 | FY 2018               | FY 2019    | FY 2020    | FY 2021    | FY 2022    |
| <u>Transfer to Tax Commission</u>                       | 2 C                             | 38                    | 150        | 150        | 150        | 150        |
| <b>Total Agency: Expenditure Increases/Re-estimates</b> | <b>2 C</b>                      | <b>38</b>             | <b>150</b> | <b>150</b> | <b>150</b> | <b>150</b> |

## AGENCY FIVE YEAR SUMMARY

### Law Department

|                                      | FY 2018                        | FY 2019                        | FY 2020                        | FY 2021                        | FY 2022                        |
|--------------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| <b><u>Dollars</u></b>                | <i>(City Funds in 000's)</i>   |                                |                                |                                |                                |
| Baseline Per November 2017 Plan      | \$210,381                      | \$195,876                      | \$199,475                      | \$199,475                      | \$199,475                      |
| Citywide Savings Program             | (4,208)                        | (3,918)                        | -                              | -                              | -                              |
| Expenditure Increases / Re-estimates | 5,268                          | -                              | -                              | -                              | -                              |
| <b>February 2018 Financial Plan</b>  | <b><u><u>\$211,441</u></u></b> | <b><u><u>\$191,958</u></u></b> | <b><u><u>\$199,475</u></u></b> | <b><u><u>\$199,475</u></u></b> | <b><u><u>\$199,475</u></u></b> |
| <b><u>Headcount</u></b>              |                                |                                |                                |                                |                                |
| Baseline Per November 2017 Plan      | 1,654                          | 1,651                          | 1,651                          | 1,651                          | 1,651                          |
| <b>February 2018 Financial Plan</b>  | <b><u><u>1,654</u></u></b>     | <b><u><u>1,651</u></u></b>     | <b><u><u>1,651</u></u></b>     | <b><u><u>1,651</u></u></b>     | <b><u><u>1,651</u></u></b>     |

C = Civilian, P = Pedagogical, U = Uniform

## Citywide Savings Program

### Law Department

| Description   | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |         |         |         |         |
|---|---------------------------------|-----------------------|---------|---------|---------|---------|
|   |                                 | FY 2018               | FY 2019 | FY 2020 | FY 2021 | FY 2022 |
| <p><b><u>PS Savings</u></b><br/>                     The agency will achieve savings from delays in filling vacant positions.</p> |                                 | (4,208)               | (3,918) | --      | --      | --      |
| <b>Total Agency: Citywide Savings Program</b>   |                                 | (4,208)               | (3,918) | --      | --      | --      |



## Expenditure Increases/Re-estimates

### Law Department

| Description  | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |           |           |           |           |
|--|---------------------------------|-----------------------|-----------|-----------|-----------|-----------|
|  |                                 | FY 2018               | FY 2019   | FY 2020   | FY 2021   | FY 2022   |
| <b><u>Case-Specific Needs</u></b>                                    |                                 | 4,899                 | --        | --        | --        | --        |
| Funding for outside technical and legal expertise for various cases. |                                 |                       |           |           |           |           |
| <b><u>Lease Adjustment</u></b>                                       |                                 | 369                   | --        | --        | --        | --        |
| Lease adjustment.  |                                 |                       |           |           |           |           |
| <b>Total Agency: Expenditure Increases/Re-estimates</b>              |                                 | <b>5,268</b>          | <b>--</b> | <b>--</b> | <b>--</b> | <b>--</b> |

## AGENCY FIVE YEAR SUMMARY

### Department of City Planning

|                                      | FY 2018                       | FY 2019                       | FY 2020                       | FY 2021                       | FY 2022                       |
|--------------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| <b><u>Dollars</u></b>                | <i>(City Funds in 000's)</i>  |                               |                               |                               |                               |
| Baseline Per November 2017 Plan      | \$32,238                      | \$25,732                      | \$25,104                      | \$25,104                      | \$25,104                      |
| Citywide Savings Program             | (500)                         | -                             | -                             | -                             | -                             |
| Expenditure Increases / Re-estimates | (2,527)                       | 4,029                         | 979                           | 538                           | 387                           |
| <b>February 2018 Financial Plan</b>  | <b><u><u>\$29,211</u></u></b> | <b><u><u>\$29,761</u></u></b> | <b><u><u>\$26,083</u></u></b> | <b><u><u>\$25,642</u></u></b> | <b><u><u>\$25,491</u></u></b> |
| <b><u>Headcount</u></b>              | <i>(City Funded)</i>          |                               |                               |                               |                               |
| Baseline Per November 2017 Plan      | 159                           | 159                           | 159                           | 159                           | 159                           |
| Expenditure Increases / Re-estimates | 7                             | 7                             | 7                             | 5                             | 3                             |
| <b>February 2018 Financial Plan</b>  | <b><u><u>166</u></u></b>      | <b><u><u>166</u></u></b>      | <b><u><u>166</u></u></b>      | <b><u><u>164</u></u></b>      | <b><u><u>162</u></u></b>      |

C = Civilian, P = Pedagogical, U = Uniform

## Citywide Savings Program

### Department of City Planning

| Description   | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |           |           |           |           |
|---|---------------------------------|-----------------------|-----------|-----------|-----------|-----------|
|   |                                 | FY 2018               | FY 2019   | FY 2020   | FY 2021   | FY 2022   |
| <b><u>PS Accruals</u></b><br>DCP will achieve savings through a delay in PS hiring. |                                 | (500)                 | --        | --        | --        | --        |
| <b>Total Agency: Citywide Savings Program</b>                                       |                                 | <b>(500)</b>          | <b>--</b> | <b>--</b> | <b>--</b> | <b>--</b> |

## Expenditure Increases/Re-estimates

### Department of City Planning

| Description  | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |              |            |            |            |
|--|---------------------------------|-----------------------|--------------|------------|------------|------------|
|  |                                 | FY 2018               | FY 2019      | FY 2020    | FY 2021    | FY 2022    |
| <b><u>CEQR View Platform</u></b><br>The Department of City Planning (DCP) will receive funds to develop a new City Environmental Quality Review (CEQR) View platform and maintain system licenses on behalf of the Mayor's Office of Environmental Coordination (OEC). | 3 C                             | 314                   | 606          | 606        | 346        | 195        |
| <b><u>EIS Reallocation</u></b><br>The Department of City Planning (DCP) will reallocate environmental consulting funds from FY18 to FY19 due to changes in project schedules.  |                                 | (3,000)               | 3,000        | --         | --         | --         |
| <b><u>New York Works</u></b><br>The Department of City Planning (DCP) will receive funds to conduct studies as part of the New York Works plan.  | 2 C                             | 93                    | 162          | 162        | 162        | 162        |
| <b><u>Recruitment Reallocation</u></b><br>The Department of City Planning (DCP) will reallocate funds from FY18 to FY19 for internship recruitment.  |                                 | (50)                  | 50           | --         | --         | --         |
| <b><u>Public Translation</u></b><br>The Department of City Planning (DCP) will receive funds for translating public documents.   |                                 | 15                    | 30           | 30         | 30         | 30         |
| <b><u>Urban Renewal Areas</u></b><br>The Department of City Planning (DCP) will receive funds to conduct land use research within urban renewal areas.   | 2 C                             | 101                   | 181          | 181        | --         | --         |
| <b>Total Agency: Expenditure Increases/Re-estimates</b>  | <b>7 C</b>                      | <b>(2,527)</b>        | <b>4,029</b> | <b>979</b> | <b>538</b> | <b>387</b> |

## AGENCY FIVE YEAR SUMMARY

### Department of Veterans' Services

|                                      | FY 2018                      | FY 2019               | FY 2020               | FY 2021               | FY 2022               |
|--------------------------------------|------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| <b><u>Dollars</u></b>                | <i>(City Funds in 000's)</i> |                       |                       |                       |                       |
| Baseline Per November 2017 Plan      | \$4,020                      | \$4,167               | \$4,167               | \$4,167               | \$4,167               |
| Expenditure Increases / Re-estimates | 33                           | 100                   | 100                   | 100                   | 100                   |
| <b>February 2018 Financial Plan</b>  | <b><u>\$4,053</u></b>        | <b><u>\$4,267</u></b> | <b><u>\$4,267</u></b> | <b><u>\$4,267</u></b> | <b><u>\$4,267</u></b> |
| <b><u>Headcount</u></b>              | <i>(City Funded)</i>         |                       |                       |                       |                       |
| Baseline Per November 2017 Plan      | 38                           | 38                    | 38                    | 38                    | 38                    |
| Expenditure Increases / Re-estimates | 1                            | 1                     | 1                     | 1                     | 1                     |
| <b>February 2018 Financial Plan</b>  | <b><u>39</u></b>             | <b><u>39</u></b>      | <b><u>39</u></b>      | <b><u>39</u></b>      | <b><u>39</u></b>      |

C = Civilian, P = Pedagogical, U = Uniform

## Expenditure Increases/Re-estimates

### Department of Veterans' Services

| Description   | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |         |         |         |         |
|---|---------------------------------|-----------------------|---------|---------|---------|---------|
|   |                                 | FY 2018               | FY 2019 | FY 2020 | FY 2021 | FY 2022 |
| <b><u>Staff Attorney</u></b><br>Funds an in-house staff attorney. | 1 C                             | 33                    | 100     | 100     | 100     | 100     |
| <b>Total Agency: Expenditure Increases/Re-estimates</b>           | 1 C                             | 33                    | 100     | 100     | 100     | 100     |

## AGENCY FIVE YEAR SUMMARY

### Board of Correction

|                                      | FY 2018                      | FY 2019                      | FY 2020                      | FY 2021                      | FY 2022                      |
|--------------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|
| <b><u>Dollars</u></b>                | <i>(City Funds in 000's)</i> |                              |                              |                              |                              |
| Baseline Per November 2017 Plan      | \$2,808                      | \$3,003                      | \$3,003                      | \$3,003                      | \$3,003                      |
| Citywide Savings Program             | (56)                         | (60)                         | -                            | -                            | -                            |
| Expenditure Increases / Re-estimates | 43                           | 86                           | 86                           | 86                           | 86                           |
| <b>February 2018 Financial Plan</b>  | <b><u><u>\$2,795</u></u></b> | <b><u><u>\$3,029</u></u></b> | <b><u><u>\$3,089</u></u></b> | <b><u><u>\$3,089</u></u></b> | <b><u><u>\$3,089</u></u></b> |
| <b><u>Headcount</u></b>              | <i>(City Funded)</i>         |                              |                              |                              |                              |
| Baseline Per November 2017 Plan      | 38                           | 38                           | 38                           | 38                           | 38                           |
| Expenditure Increases / Re-estimates | 1                            | 1                            | 1                            | 1                            | 1                            |
| <b>February 2018 Financial Plan</b>  | <b><u><u>39</u></u></b>      | <b><u><u>39</u></u></b>      | <b><u><u>39</u></u></b>      | <b><u><u>39</u></u></b>      | <b><u><u>39</u></u></b>      |

C = Civilian, P = Pedagogical, U = Uniform

## Citywide Savings Program

### Board of Correction

| Description  | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |             |           |           |           |
|--|---------------------------------|-----------------------|-------------|-----------|-----------|-----------|
|  |                                 | FY 2018               | FY 2019     | FY 2020   | FY 2021   | FY 2022   |
| <p><b><u>Personal Services Accruals</u></b><br/>                     Personal Services savings due to hiring delays.</p> |                                 | (56)                  | (60)        | --        | --        | --        |
| <b>Total Agency: Citywide Savings Program</b>  |                                 | <b>(56)</b>           | <b>(60)</b> | <b>--</b> | <b>--</b> | <b>--</b> |



## Expenditure Increases/Re-estimates

### Board of Correction

| Description  | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |         |         |         |         |
|--|---------------------------------|-----------------------|---------|---------|---------|---------|
|  |                                 | FY 2018               | FY 2019 | FY 2020 | FY 2021 | FY 2022 |
| <u><b>Investigative Position</b></u><br>A new position to investigate inmate deaths. | 1 C                             | 43                    | 86      | 86      | 86      | 86      |
| <b>Total Agency: Expenditure Increases/Re-estimates</b>                              | 1 C                             | 43                    | 86      | 86      | 86      | 86      |

## AGENCY FIVE YEAR SUMMARY

### Pensions

|                                      | FY 2018                      | FY 2019                   | FY 2020                   | FY 2021                   | FY 2022                   |
|--------------------------------------|------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| <b><u>Dollars</u></b>                | <i>(City Funds in 000's)</i> |                           |                           |                           |                           |
| Baseline Per November 2017 Plan      | \$9,443,061                  | \$9,603,556               | \$9,543,087               | \$9,466,079               | \$9,670,331               |
| Expenditure Increases / Re-estimates | 3,000                        | 54,000                    | 76,173                    | 68,087                    | 67,878                    |
| <b>February 2018 Financial Plan</b>  | <b><u>\$9,446,061</u></b>    | <b><u>\$9,657,556</u></b> | <b><u>\$9,619,260</u></b> | <b><u>\$9,534,166</u></b> | <b><u>\$9,738,209</u></b> |

C = Civilian, P = Pedagogical, U = Uniform

## Expenditure Increases/Re-estimates

### Pensions

| Description   | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |               |               |               |               |
|---|---------------------------------|-----------------------|---------------|---------------|---------------|---------------|
|   |                                 | FY 2018               | FY 2019       | FY 2020       | FY 2021       | FY 2022       |
| <b><u>TDA Fixed Prefunding from 8.25% to 7.00%</u></b>  |                                 | --                    | 50,000        | 50,000        | 50,000        | 50,000        |
| TDA fixed fund prefunding from 8.25% to 7.00%           |                                 |                       |               |               |               |               |
| <b><u>Police Pension Fund IT Upgrade</u></b>            |                                 | --                    | --            | 16,143        | 16,143        | 16,143        |
| Police Pension Fund IT Upgrade                          |                                 |                       |               |               |               |               |
| <b><u>Fire Pension Fund Relocation</u></b>              |                                 | --                    | --            | 5,000         | --            | --            |
| Fire Pension Fund Relocation                            |                                 |                       |               |               |               |               |
| <b><u>TIAA Adjustment</u></b>                           |                                 | 2,000                 | 3,000         | 3,000         | 3,000         | 3,000         |
| TIAA adjustment   |                                 |                       |               |               |               |               |
| <b><u>CIRS Adjustment</u></b>                           |                                 | 1,000                 | 1,000         | 1,000         | 1,000         | 1,000         |
| CIRS Adjustment   |                                 |                       |               |               |               |               |
| <b><u>Headcount Changes</u></b>                         |                                 | --                    | --            | 1,030         | (2,056)       | (2,265)       |
| Headcount Changes                                       |                                 |                       |               |               |               |               |
| <b>Total Agency: Expenditure Increases/Re-estimates</b> |                                 | <b>3,000</b>          | <b>54,000</b> | <b>76,173</b> | <b>68,087</b> | <b>67,878</b> |

## AGENCY FIVE YEAR SUMMARY

### Miscellaneous

|                                      | FY 2018                      | FY 2019                   | FY 2020                    | FY 2021                    | FY 2022                    |
|--------------------------------------|------------------------------|---------------------------|----------------------------|----------------------------|----------------------------|
| <b><u>Dollars</u></b>                | <i>(City Funds in 000's)</i> |                           |                            |                            |                            |
| Baseline Per November 2017 Plan      | \$7,864,828                  | \$9,726,558               | \$10,513,721               | \$11,431,029               | \$11,213,029               |
| Citywide Savings Program             | (87,023)                     | (55,921)                  | (55,921)                   | (55,921)                   | (55,921)                   |
| Expenditure Increases / Re-estimates | (273,072)                    | (57,443)                  | (64,679)                   | (64,412)                   | 10,940                     |
| <b>February 2018 Financial Plan</b>  | <b><u>\$7,504,733</u></b>    | <b><u>\$9,613,194</u></b> | <b><u>\$10,393,121</u></b> | <b><u>\$11,310,696</u></b> | <b><u>\$11,168,048</u></b> |

C = Civilian, P = Pedagogical, U = Uniform

## Citywide Savings Program

### Miscellaneous

| Description   | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |                 |                 |                 |                 |
|---|---------------------------------|-----------------------|-----------------|-----------------|-----------------|-----------------|
|   |                                 | FY 2018               | FY 2019         | FY 2020         | FY 2021         | FY 2022         |
| <b><u>Fringe Reimbursement - ACS</u></b><br>Federally negotiated fringe reimbursement rate will result in additional ACS revenues that offset City costs. |                                 | (50,719)              | (36,725)        | (36,725)        | (36,725)        | (36,725)        |
| <b><u>Fringe Reimbursement - DHS</u></b><br>Federally negotiated fringe reimbursement rate will result in additional DHS revenues that offset City costs. |                                 | (1,994)               | (1,481)         | (1,481)         | (1,481)         | (1,481)         |
| <b><u>Fringe Reimbursement - HRA</u></b><br>Federally negotiated fringe reimbursement rate will result in additional HRA revenues that offset City costs. |                                 | (34,310)              | (17,715)        | (17,715)        | (17,715)        | (17,715)        |
| <b>Total Agency: Citywide Savings Program</b>   |                                 | <b>(87,023)</b>       | <b>(55,921)</b> | <b>(55,921)</b> | <b>(55,921)</b> | <b>(55,921)</b> |

## Expenditure Increases/Re-estimates

### Miscellaneous

| Description   | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |         |         |         |         |
|---|---------------------------------|-----------------------|---------|---------|---------|---------|
|   |                                 | FY 2018               | FY 2019 | FY 2020 | FY 2021 | FY 2022 |
| <b><u>FB Associated with HC</u></b><br>Fringe benefit increases due to planned headcount adjustments.   |                                 | --                    | 4,286   | 5,965   | 6,214   | 6,555   |
| <b><u>Capital Stabilization Reserve</u></b><br>Reduce Capital Stabilization Reserve in FY18.  |                                 | (250,000)             | --      | --      | --      | --      |
| <b><u>Pilot program for scoping/pre-design services</u></b><br>Pilot program for a pre-scoping process to assist cultural organizations in providing better cost estimates prior to initiating projects                             |                                 | (250)                 | --      | --      | --      | --      |
| <b><u>NYCHA lights adjustment.</u></b><br>Technical adjustment in NYCHA's budget consisting of a decrease in tax levy funding and an equivalent increase in State funding.  |                                 | (686)                 | --      | --      | --      | --      |
| <b><u>NYCHA Adams H. Senior Gardens.</u></b><br>NYCHA will receive funding from the City for the cleanup and enhancements of the Adams Houses Senior Gardens.   |                                 | 300                   | --      | --      | --      | --      |
| <b><u>Shelton Houses Air Conditioning</u></b><br>NYCHA will receive funding from the City for air conditioning at Shelton Houses community center.  |                                 | --                    | 91      | --      | --      | --      |
| <b><u>NYCHA Collective Bargaining.</u></b><br>NYCHA will receive funding from the City for general wage increases for Elevator Mechanics.   |                                 | 2,520                 | 3,961   | 5,023   | 5,379   | 5,419   |
| <b><u>NYCHA Interior Compactors.</u></b><br>NYCHA will receive funding from the City for the installation of interior compactors at various developments as part of the Mayor's Neighborhood Rat Reduction Plan.                    |                                 | 5,700                 | --      | --      | --      | --      |
| <b><u>NYCHA Heating Fixes.</u></b><br>NYCHA will receive funding to hire temporary workers to improve response times to heat outages. NYCHA will also receive funding to replace window balances and hardware in senior apartments. |                                 | 3,900                 | --      | --      | --      | --      |
| <b><u>Bail Expediter Program Expansion</u></b><br>Bail Expediter Program expansion.   |                                 | 491                   | 479     | 479     | 479     | 479     |

## Expenditure Increases/Re-estimates

### Miscellaneous

| Description  | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |         |         |         |         |
|--|---------------------------------|-----------------------|---------|---------|---------|---------|
|  |                                 | FY 2018               | FY 2019 | FY 2020 | FY 2021 | FY 2022 |
| <b><u>Crisis Management System - Cure Violence Expansion</u></b><br>Cure Violence Expansion to additional precincts.   |                                 | 274                   | 3,978   | 3,978   | 3,978   | 3,978   |
| <b><u>Youth Court for the Bronx</u></b><br>Contract cost to establish a youth court in the Bronx to address low-level crimes committed by adolescents.   |                                 | 75                    | 300     | 300     | 300     | 300     |
| <b><u>Expedited Mental Competence (730) Exams</u></b><br>Additional clinical and defense staff to expedite the mental competence (730) exams for pre-trial defendants in Queens.   |                                 | 147                   | 588     | 588     | 588     | 588     |
| <b><u>"Second Look" Bail Review Program</u></b><br>Expand Legal Aid Society's Decarceration Project or "Second Look" bail review program citywide.   |                                 | 430                   | 859     | 859     | 859     | 859     |
| <b><u>Improve Outcomes for Women in Jail</u></b><br>Activities to improve outcomes for women in jail.  |                                 | --                    | 2,920   | 2,920   | 2,920   | 2,920   |
| <b><u>Indigent Defense in Article 10 (Neglect and Abuse) Cases</u></b><br>Contract increase to provide indigent family court defense services for Article 10 (Neglect and Abuse) cases.  |                                 | 8,749                 | 8,749   | --      | --      | --      |
| <b><u>Crisis Management System - Public Safety Coalition</u></b><br>Crisis Management System - Public Safety Coalition.  |                                 | --                    | 200     | 200     | 200     | 200     |
| <b><u>Crisis Management System - Transfer of Cure Violence Funds from ACS</u></b><br>Funding transfer from ACS to MOCJ for MOCJ to include the population of high-risk youth detained at two ACS-operated secure juvenile detention facilities in their contracts. |                                 | 150                   | --      | --      | --      | --      |
| <b><u>Criminal Justice Agency</u></b><br>Administrative needs for Criminal Justice Agency.   |                                 | 299                   | 299     | 299     | 299     | 299     |
| <b><u>Office of Special Enforcement Funding Transfer</u></b><br>Office of Special Enforcement funding transfer from MOCJ to DoITT for Azure software costs.  |                                 | (34)                  | --      | --      | --      | --      |

## Expenditure Increases/Re-estimates

### Miscellaneous

| Description  | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |                 |                 |                 |               |
|--|---------------------------------|-----------------------|-----------------|-----------------|-----------------|---------------|
|  |                                 | FY 2018               | FY 2019         | FY 2020         | FY 2021         | FY 2022       |
| <b><u>Labor Reserve Adjustments</u></b>  |                                 | (40,000)              | (75,000)        | (75,000)        | (75,000)        | --            |
| Labo Reserve Adjustments   |                                 |                       |                 |                 |                 |               |
| <b><u>Minimum Wage Increase 13.50</u></b>  |                                 | (2,479)               | (4,965)         | (4,965)         | (4,965)         | (4,965)       |
| Minimum wage increase to \$13.50 for unionized City employees                    |                                 |                       |                 |                 |                 |               |
| <b><u>220 Titles CB</u></b>  |                                 | (134)                 | (221)           | (292)           | (271)           | (260)         |
| Collective bargaining increases for L237 Elevator Mechanics                      |                                 |                       |                 |                 |                 |               |
| <b><u>CB Transfer to H+H</u></b>   |                                 | (4)                   | (6)             | (10)            | (13)            | (13)          |
| Collective bargaining transfer to Health + Hospitals for L237 Elevator Mechanics |                                 |                       |                 |                 |                 |               |
| <b><u>CB Transfer to NYCHA</u></b>   |                                 | (2,520)               | (3,961)         | (5,023)         | (5,379)         | (5,419)       |
| Collective bargaining transfer to Housing Authority for L237 Elevator Mechanics  |                                 |                       |                 |                 |                 |               |
| <b>Total Agency: Expenditure Increases/Re-estimates</b>                          |                                 | <b>(273,072)</b>      | <b>(57,443)</b> | <b>(64,679)</b> | <b>(64,412)</b> | <b>10,940</b> |



## AGENCY FIVE YEAR SUMMARY

### City Council

|                                      | FY 2018                       | FY 2019                       | FY 2020                       | FY 2021                       | FY 2022                       |
|--------------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| <b><u>Dollars</u></b>                | <i>(City Funds in 000's)</i>  |                               |                               |                               |                               |
| Baseline Per November 2017 Plan      | \$64,077                      | \$54,200                      | \$54,200                      | \$54,200                      | \$54,200                      |
| Expenditure Increases / Re-estimates | 1,000                         | -                             | -                             | -                             | -                             |
| <b>February 2018 Financial Plan</b>  | <b><u><u>\$65,077</u></u></b> | <b><u><u>\$54,200</u></u></b> | <b><u><u>\$54,200</u></u></b> | <b><u><u>\$54,200</u></u></b> | <b><u><u>\$54,200</u></u></b> |
| <b><u>Headcount</u></b>              |                               |                               |                               |                               |                               |
| Baseline Per November 2017 Plan      | 338                           | 329                           | 329                           | 329                           | 329                           |
| <b>February 2018 Financial Plan</b>  | <b><u><u>338</u></u></b>      | <b><u><u>329</u></u></b>      | <b><u><u>329</u></u></b>      | <b><u><u>329</u></u></b>      | <b><u><u>329</u></u></b>      |

C = Civilian, P = Pedagogical, U = Uniform

## Expenditure Increases/Re-estimates

### City Council

| Description   | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |         |         |         |         |
|---|---------------------------------|-----------------------|---------|---------|---------|---------|
|   |                                 | FY 2018               | FY 2019 | FY 2020 | FY 2021 | FY 2022 |
| <b><u>New Funding</u></b><br>New Funding.               |                                 | 1,000                 | --      | --      | --      | --      |
| <b>Total Agency: Expenditure Increases/Re-estimates</b> |                                 | 1,000                 | --      | --      | --      | --      |

## AGENCY FIVE YEAR SUMMARY

### City Clerk

|                                      | FY 2018                      | FY 2019                      | FY 2020                      | FY 2021                      | FY 2022                      |
|--------------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|
| <b><u>Dollars</u></b>                | <i>(City Funds in 000's)</i> |                              |                              |                              |                              |
| Baseline Per November 2017 Plan      | \$5,657                      | \$5,508                      | \$5,564                      | \$5,564                      | \$5,564                      |
| Citywide Savings Program             | (163)                        | (60)                         | -                            | -                            | -                            |
| Expenditure Increases / Re-estimates | -                            | 35                           | 19                           | 19                           | 19                           |
| <b>February 2018 Financial Plan</b>  | <b><u><u>\$5,494</u></u></b> | <b><u><u>\$5,483</u></u></b> | <b><u><u>\$5,583</u></u></b> | <b><u><u>\$5,583</u></u></b> | <b><u><u>\$5,583</u></u></b> |
| <b><u>Headcount</u></b>              |                              |                              |                              |                              |                              |
| Baseline Per November 2017 Plan      | 70                           | 70                           | 70                           | 70                           | 70                           |
| <b>February 2018 Financial Plan</b>  | <b><u><u>70</u></u></b>      | <b><u><u>70</u></u></b>      | <b><u><u>70</u></u></b>      | <b><u><u>70</u></u></b>      | <b><u><u>70</u></u></b>      |

C = Civilian, P = Pedagogical, U = Uniform

## Citywide Savings Program

### City Clerk

| Description  | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |             |           |           |           |
|--|---------------------------------|-----------------------|-------------|-----------|-----------|-----------|
|  |                                 | FY 2018               | FY 2019     | FY 2020   | FY 2021   | FY 2022   |
| <p><b><u>PS Savings</u></b><br/>The agency will achieve savings in the current fiscal year from delays in filling vacant positions.</p>                                    |                                 | (163)                 | --          | --        | --        | --        |
| <p><b><u>Savings from Delay in Scanning Marriage Records</u></b><br/>The agency will achieve savings in FY 2019 by delaying the scanning of archived marriage records.</p> |                                 | --                    | (60)        | --        | --        | --        |
| <b>Total Agency: Citywide Savings Program</b>  |                                 | <b>(163)</b>          | <b>(60)</b> | <b>--</b> | <b>--</b> | <b>--</b> |

## Expenditure Increases/Re-estimates

### City Clerk

| Description  | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |         |         |         |         |
|--|---------------------------------|-----------------------|---------|---------|---------|---------|
|  |                                 | FY 2018               | FY 2019 | FY 2020 | FY 2021 | FY 2022 |
| <p><b><u>Contractually Mandated Salary Increases</u></b><br/>                     Supports contractually mandated increases in salary.</p> |                                 | --                    | 35      | 19      | 19      | 19      |
| <b>Total Agency: Expenditure Increases/Re-estimates</b>  |                                 | --                    | 35      | 19      | 19      | 19      |

## AGENCY FIVE YEAR SUMMARY

### Financial Information Services Agency

|                                      | FY 2018                        | FY 2019                        | FY 2020                        | FY 2021                        | FY 2022                        |
|--------------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| <b><u>Dollars</u></b>                | <i>(City Funds in 000's)</i>   |                                |                                |                                |                                |
| Baseline Per November 2017 Plan      | \$108,569                      | \$110,438                      | \$111,581                      | \$111,581                      | \$111,581                      |
| Citywide Savings Program             | (547)                          | (110)                          | -                              | -                              | -                              |
| Expenditure Increases / Re-estimates | 150                            | 3,300                          | 3,300                          | 300                            | 300                            |
| <b>February 2018 Financial Plan</b>  | <b><u><u>\$108,172</u></u></b> | <b><u><u>\$113,628</u></u></b> | <b><u><u>\$114,881</u></u></b> | <b><u><u>\$111,881</u></u></b> | <b><u><u>\$111,881</u></u></b> |
| <b><u>Headcount</u></b>              | <i>(City Funded)</i>           |                                |                                |                                |                                |
| Baseline Per November 2017 Plan      | 456                            | 458                            | 458                            | 458                            | 458                            |
| Expenditure Increases / Re-estimates | 2                              | 2                              | 2                              | 2                              | 2                              |
| <b>February 2018 Financial Plan</b>  | <b><u><u>458</u></u></b>       | <b><u><u>460</u></u></b>       | <b><u><u>460</u></u></b>       | <b><u><u>460</u></u></b>       | <b><u><u>460</u></u></b>       |

C = Civilian, P = Pedagogical, U = Uniform

## Citywide Savings Program

### Financial Information Services Agency

| Description  | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |              |           |           |           |
|--|---------------------------------|-----------------------|--------------|-----------|-----------|-----------|
|  |                                 | FY 2018               | FY 2019      | FY 2020   | FY 2021   | FY 2022   |
| <p><b><u>Labor Allocation Credit</u></b><br/>Reimbursement for staff and security costs associated with office renovation.</p>                               |                                 | (243)                 | --           | --        | --        | --        |
| <p><b><u>Rent Credit</u></b><br/>The agency will receive a one-time rent credit in FY 2018 for a temporary reduction in leased space due to renovations.</p> |                                 | (204)                 | --           | --        | --        | --        |
| <p><b><u>PS Savings</u></b><br/>The agency will achieve savings in the current fiscal year and in FY 2019 from delays in filling vacant positions.</p>       |                                 | (100)                 | (110)        | --        | --        | --        |
| <b>Total Agency: Citywide Savings Program</b>  |                                 | <b>(547)</b>          | <b>(110)</b> | <b>--</b> | <b>--</b> | <b>--</b> |

## Expenditure Increases/Re-estimates

### Financial Information Services Agency

| Description   | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |              |              |            |            |
|---|---------------------------------|-----------------------|--------------|--------------|------------|------------|
|   |                                 | FY 2018               | FY 2019      | FY 2020      | FY 2021    | FY 2022    |
| <b><u>Security Assessment Staff</u></b><br>Staff to enhance FISA's ability to protect data. | 2 C                             | 150                   | 300          | 300          | 300        | 300        |
| <b><u>Security Assessment - OTPS</u></b><br>Hardware and software security products.        |                                 | --                    | 3,000        | 3,000        | --         | --         |
| <b>Total Agency: Expenditure Increases/Re-estimates</b>                                     | <b>2 C</b>                      | <b>150</b>            | <b>3,300</b> | <b>3,300</b> | <b>300</b> | <b>300</b> |



## AGENCY FIVE YEAR SUMMARY

### Office of Payroll Administration

|                                      | FY 2018                      | FY 2019                | FY 2020                | FY 2021                | FY 2022                |
|--------------------------------------|------------------------------|------------------------|------------------------|------------------------|------------------------|
| <b><u>Dollars</u></b>                | <i>(City Funds in 000's)</i> |                        |                        |                        |                        |
| Baseline Per November 2017 Plan      | \$16,316                     | \$17,008               | \$17,008               | \$17,008               | \$17,008               |
| Citywide Savings Program             | (205)                        | (145)                  | (25)                   | (25)                   | (25)                   |
| Expenditure Increases / Re-estimates | -                            | -                      | -                      | -                      | -                      |
| <b>February 2018 Financial Plan</b>  | <b><u>\$16,111</u></b>       | <b><u>\$16,863</u></b> | <b><u>\$16,983</u></b> | <b><u>\$16,983</u></b> | <b><u>\$16,983</u></b> |
| <b><u>Headcount</u></b>              |                              |                        |                        |                        |                        |
| Baseline Per November 2017 Plan      | 179                          | 183                    | 183                    | 183                    | 183                    |
| <b>February 2018 Financial Plan</b>  | <b><u>179</u></b>            | <b><u>183</u></b>      | <b><u>183</u></b>      | <b><u>183</u></b>      | <b><u>183</u></b>      |

C = Civilian, P = Pedagogical, U = Uniform

## Citywide Savings Program

### Office of Payroll Administration

| Description   | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |              |             |             |             |
|---|---------------------------------|-----------------------|--------------|-------------|-------------|-------------|
|   |                                 | FY 2018               | FY 2019      | FY 2020     | FY 2021     | FY 2022     |
| <p><b><u>Deferral of Data Processing Equipment and Maintenance Purchases</u></b><br/>                     OPA's current stock of data processing equipment will allow the agency to defer replacement of select equipment in FY 2018 and FY 2019. In addition, the agency has forecasted lower maintenance costs in FY 2018 due to some equipment still being under warranty.</p> |                                 | (55)                  | (20)         | --          | --          | --          |
| <p><b><u>Contractual Savings for Technical Services</u></b><br/>                     Due to increased shared services between OPA and FISA, the agency has been able to use IT services procured and funded through FISA.</p>   |                                 | (25)                  | (25)         | (25)        | (25)        | (25)        |
| <p><b><u>PS Savings</u></b><br/>                     The agency will achieve savings from accruals generated from delays in hiring vacant positions.</p>  |                                 | (125)                 | (100)        | --          | --          | --          |
| <b>Total Agency: Citywide Savings Program</b>   |                                 | <b>(205)</b>          | <b>(145)</b> | <b>(25)</b> | <b>(25)</b> | <b>(25)</b> |

## AGENCY FIVE YEAR SUMMARY

### Independent Budget Office

|                                      | FY 2018                      | FY 2019               | FY 2020               | FY 2021               | FY 2022               |
|--------------------------------------|------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| <b><u>Dollars</u></b>                | <i>(City Funds in 000's)</i> |                       |                       |                       |                       |
| Baseline Per November 2017 Plan      | \$5,600                      | \$5,399               | \$5,398               | \$5,133               | \$5,133               |
| Expenditure Increases / Re-estimates | (12)                         | 9                     | 9                     | 9                     | -                     |
| <b>February 2018 Financial Plan</b>  | <b><u>\$5,588</u></b>        | <b><u>\$5,408</u></b> | <b><u>\$5,407</u></b> | <b><u>\$5,142</u></b> | <b><u>\$5,133</u></b> |
| <b><u>Headcount</u></b>              |                              |                       |                       |                       |                       |
| Baseline Per November 2017 Plan      | 38                           | 38                    | 38                    | 38                    | 38                    |
| <b>February 2018 Financial Plan</b>  | <b><u>38</u></b>             | <b><u>38</u></b>      | <b><u>38</u></b>      | <b><u>38</u></b>      | <b><u>38</u></b>      |

C = Civilian, P = Pedagogical, U = Uniform

## Expenditure Increases/Re-estimates

### Independent Budget Office

| Description  | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |         |         |         |         |
|--|---------------------------------|-----------------------|---------|---------|---------|---------|
|  |                                 | FY 2018               | FY 2019 | FY 2020 | FY 2021 | FY 2022 |
| <p><b><u>Mandated Adjustment</u></b><br/>                     Per the City Charter, IBO's budget is to be 12.5% of that of the Office of Management and Budget. This technical adjustment is necessary to bring IBO's budget to 12.5% of OMB's budget.</p> |                                 | (12)                  | 9       | 9       | 9       | --      |
| <b>Total Agency: Expenditure Increases/Re-estimates</b>  |                                 | (12)                  | 9       | 9       | 9       | --      |

## AGENCY FIVE YEAR SUMMARY

### Civil Service Commission

|                                      | FY 2018                      | FY 2019                      | FY 2020                      | FY 2021                      | FY 2022                      |
|--------------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|
| <b><u>Dollars</u></b>                | <i>(City Funds in 000's)</i> |                              |                              |                              |                              |
| Baseline Per November 2017 Plan      | \$1,083                      | \$1,081                      | \$1,092                      | \$1,092                      | \$1,092                      |
| Citywide Savings Program             | (22)                         | (22)                         | -                            | -                            | -                            |
| Expenditure Increases / Re-estimates | -                            | 59                           | 59                           | 59                           | 59                           |
| <b>February 2018 Financial Plan</b>  | <b><u><u>\$1,061</u></u></b> | <b><u><u>\$1,118</u></u></b> | <b><u><u>\$1,151</u></u></b> | <b><u><u>\$1,151</u></u></b> | <b><u><u>\$1,151</u></u></b> |
| <b><u>Headcount</u></b>              |                              |                              |                              |                              |                              |
| Baseline Per November 2017 Plan      | 8                            | 8                            | 8                            | 8                            | 8                            |
| <b>February 2018 Financial Plan</b>  | <b><u><u>8</u></u></b>       | <b><u><u>8</u></u></b>       | <b><u><u>8</u></u></b>       | <b><u><u>8</u></u></b>       | <b><u><u>8</u></u></b>       |

C = Civilian, P = Pedagogical, U = Uniform

## Citywide Savings Program

### Civil Service Commission

| Description  | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |         |         |         |         |
|--|---------------------------------|-----------------------|---------|---------|---------|---------|
|  |                                 | FY 2018               | FY 2019 | FY 2020 | FY 2021 | FY 2022 |
| <p><b><u>PS Savings</u></b><br/>                     The agency has identified savings from surplus funds for full-time positions.</p> |                                 | (22)                  | (22)    | --      | --      | --      |
| <b>Total Agency: Citywide Savings Program</b>  |                                 | (22)                  | (22)    | --      | --      | --      |

## Expenditure Increases/Re-estimates

### Civil Service Commission

| Description  | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |         |         |         |         |
|--|---------------------------------|-----------------------|---------|---------|---------|---------|
|  |                                 | FY 2018               | FY 2019 | FY 2020 | FY 2021 | FY 2022 |
| <p><b><u>Increased Commissioners' Rates</u></b><br/>                     Supports a mandated increase in the rates earned per session for the Commissioners and Chair of the Civil Service Commission.</p> |                                 | --                    | 59      | 59      | 59      | 59      |
| <b>Total Agency: Expenditure Increases/Re-estimates</b>  |                                 | --                    | 59      | 59      | 59      | 59      |

## AGENCY FIVE YEAR SUMMARY

### Landmarks Preservation Comm.

|   | FY 2018                      | FY 2019               | FY 2020               | FY 2021               | FY 2022               |
|---|------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| <b><u>Dollars</u></b>                   | <i>(City Funds in 000's)</i> |                       |                       |                       |                       |
| Baseline Per November 2017 Plan         | \$5,692                      | \$5,680               | \$5,671               | \$5,691               | \$5,691               |
| Citywide Savings Program                | (115)                        | (115)                 | -                     | -                     | -                     |
| Less Citywide Savings Program (Revenue) | 115                          | 115                   | -                     | -                     | -                     |
| Expenditure Increases / Re-estimates    | (240)                        | 468                   | 255                   | 245                   | 265                   |
| <b>February 2018 Financial Plan</b>     | <b><u>\$5,452</u></b>        | <b><u>\$6,148</u></b> | <b><u>\$5,926</u></b> | <b><u>\$5,936</u></b> | <b><u>\$5,956</u></b> |
| <b><u>Headcount</u></b>                 | <i>(City Funded)</i>         |                       |                       |                       |                       |
| Baseline Per November 2017 Plan         | 68                           | 68                    | 68                    | 68                    | 68                    |
| Expenditure Increases / Re-estimates    | -                            | 4                     | 4                     | 4                     | 4                     |
| <b>February 2018 Financial Plan</b>     | <b><u>68</u></b>             | <b><u>72</u></b>      | <b><u>72</u></b>      | <b><u>72</u></b>      | <b><u>72</u></b>      |

C = Civilian, P = Pedagogical, U = Uniform



## Citywide Savings Program

### Landmarks Preservation Comm.

| Description   | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |              |           |           |           |
|---|---------------------------------|-----------------------|--------------|-----------|-----------|-----------|
|   |                                 | FY 2018               | FY 2019      | FY 2020   | FY 2021   | FY 2022   |
| <p><b><u>Increased Revenue from Landmark Permits</u></b></p> <p>The Landmarks Preservation Commission will generate additional revenue from an increase of activity in permit applications.</p> |                                 | (115)                 | (115)        | --        | --        | --        |
| <b>Total Agency: Citywide Savings Program</b>   |                                 | <b>(115)</b>          | <b>(115)</b> | <b>--</b> | <b>--</b> | <b>--</b> |

## Expenditure Increases/Re-estimates

### Landmarks Preservation Comm.

| Description  | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |         |         |         |         |
|--|---------------------------------|-----------------------|---------|---------|---------|---------|
|  |                                 | FY 2018               | FY 2019 | FY 2020 | FY 2021 | FY 2022 |
| <p><b><u>Additional Staffing</u></b><br/>                     The Landmark Preservation Commission has seen continued growth in the volume of permit applications and will hire staff to address this need. A corresponding increase in revenue will offset associated expenses.</p> | 4 C                             | --                    | 268     | 255     | 255     | 255     |
| <p><b><u>Funding Roll</u></b><br/>                     Roll of existing funding associated with LPC's move to 253 Broadway, which will now happen in FY 2019.</p>  |                                 | (240)                 | 200     | --      | (10)    | 10      |
| <b>Total Agency: Expenditure Increases/Re-estimates</b>  | 4 C                             | (240)                 | 468     | 255     | 245     | 265     |

## AGENCY FIVE YEAR SUMMARY

### NYC Taxi and Limousine Comm

|   | FY 2018                       | FY 2019                       | FY 2020                       | FY 2021                       | FY 2022                       |
|---|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| <b><u>Dollars</u></b>                   | <i>(City Funds in 000's)</i>  |                               |                               |                               |                               |
| Baseline Per November 2017 Plan         | \$57,526                      | \$60,957                      | \$59,620                      | \$59,792                      | \$59,792                      |
| Citywide Savings Program                | (1,100)                       | (1,100)                       | (1,100)                       | (1,100)                       | (1,100)                       |
| Less Citywide Savings Program (Revenue) | 1,100                         | 1,100                         | 1,100                         | 1,100                         | 1,100                         |
| Expenditure Increases / Re-estimates    | (56)                          | -                             | -                             | -                             | -                             |
| <b>February 2018 Financial Plan</b>     | <b><u><u>\$57,470</u></u></b> | <b><u><u>\$60,957</u></u></b> | <b><u><u>\$59,620</u></u></b> | <b><u><u>\$59,792</u></u></b> | <b><u><u>\$59,792</u></u></b> |
| <b><u>Headcount</u></b>                 |                               |                               |                               |                               |                               |
| Baseline Per November 2017 Plan         | 690                           | 690                           | 690                           | 690                           | 690                           |
| <b>February 2018 Financial Plan</b>     | <b><u><u>690</u></u></b>      | <b><u><u>690</u></u></b>      | <b><u><u>690</u></u></b>      | <b><u><u>690</u></u></b>      | <b><u><u>690</u></u></b>      |

C = Civilian, P = Pedagogical, U = Uniform

## Citywide Savings Program

### NYC Taxi and Limousine Comm

| Description   | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |                |                |                |                |
|---|---------------------------------|-----------------------|----------------|----------------|----------------|----------------|
|   |                                 | FY 2018               | FY 2019        | FY 2020        | FY 2021        | FY 2022        |
| <p><b><u>Additional For-Hire Enforcement</u></b></p> <p>To ensure that the growing number of vehicles offering for-hire service are safe and accessible, TLC will see an increase in revenue related to increased field and administrative enforcement to improve compliance with safety, accessibility, and consumer protection standards.</p> |                                 | (1,100)               | (1,100)        | (1,100)        | (1,100)        | (1,100)        |
| <b>Total Agency: Citywide Savings Program</b>   |                                 | <b>(1,100)</b>        | <b>(1,100)</b> | <b>(1,100)</b> | <b>(1,100)</b> | <b>(1,100)</b> |

## Expenditure Increases/Re-estimates

### NYC Taxi and Limousine Comm

| Description   | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |         |         |         |         |
|---|---------------------------------|-----------------------|---------|---------|---------|---------|
|   |                                 | FY 2018               | FY 2019 | FY 2020 | FY 2021 | FY 2022 |
| <p><b><u>Relocation Savings</u></b><br/>Savings due to the Taxi &amp; Limousine Commission's delay in moving their prosecution unit into the Long Island City facility.</p> |                                 | (56)                  | --      | --      | --      | --      |
| <b>Total Agency: Expenditure Increases/Re-estimates</b>   |                                 | (56)                  | --      | --      | --      | --      |

## AGENCY FIVE YEAR SUMMARY

### Commission on Human Rights

|                                      | FY 2018                      | FY 2019                | FY 2020                | FY 2021                | FY 2022                |
|--------------------------------------|------------------------------|------------------------|------------------------|------------------------|------------------------|
| <b><u>Dollars</u></b>                | <i>(City Funds in 000's)</i> |                        |                        |                        |                        |
| Baseline Per November 2017 Plan      | \$14,759                     | \$14,137               | \$14,137               | \$14,137               | \$14,137               |
| Expenditure Increases / Re-estimates | -                            | -                      | -                      | -                      | -                      |
| <b>February 2018 Financial Plan</b>  | <b><u>\$14,759</u></b>       | <b><u>\$14,137</u></b> | <b><u>\$14,137</u></b> | <b><u>\$14,137</u></b> | <b><u>\$14,137</u></b> |
| <b><u>Headcount</u></b>              | <i>(City Funded)</i>         |                        |                        |                        |                        |
| Baseline Per November 2017 Plan      | 156                          | 156                    | 156                    | 156                    | 156                    |
| Expenditure Increases / Re-estimates | 1                            | -                      | -                      | -                      | -                      |
| <b>February 2018 Financial Plan</b>  | <b><u>157</u></b>            | <b><u>156</u></b>      | <b><u>156</u></b>      | <b><u>156</u></b>      | <b><u>156</u></b>      |

C = Civilian, P = Pedagogical, U = Uniform

## AGENCY FIVE YEAR SUMMARY

### Community Boards - All

|                                      | FY 2018                      | FY 2019                | FY 2020                | FY 2021                | FY 2022                |
|--------------------------------------|------------------------------|------------------------|------------------------|------------------------|------------------------|
| <b><u>Dollars</u></b>                | <i>(City Funds in 000's)</i> |                        |                        |                        |                        |
| Baseline Per November 2017 Plan      | \$17,586                     | \$17,406               | \$17,406               | \$17,406               | \$17,406               |
| Expenditure Increases / Re-estimates | 44                           | -                      | -                      | -                      | -                      |
| <b>February 2018 Financial Plan</b>  | <b><u>\$17,630</u></b>       | <b><u>\$17,406</u></b> | <b><u>\$17,406</u></b> | <b><u>\$17,406</u></b> | <b><u>\$17,406</u></b> |
| <b><u>Headcount</u></b>              |                              |                        |                        |                        |                        |
| Baseline Per November 2017 Plan      | 155                          | 155                    | 155                    | 155                    | 155                    |
| <b>February 2018 Financial Plan</b>  | <b><u>155</u></b>            | <b><u>155</u></b>      | <b><u>155</u></b>      | <b><u>155</u></b>      | <b><u>155</u></b>      |

C = Civilian, P = Pedagogical, U = Uniform

## Expenditure Increases/Re-estimates

### Community Boards - All

| Description   | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |           |           |           |           |
|---|---------------------------------|-----------------------|-----------|-----------|-----------|-----------|
|   |                                 | FY 2018               | FY 2019   | FY 2020   | FY 2021   | FY 2022   |
| <u>Lease Adjustment</u><br>Lease adjustment             |                                 | 44                    | --        | --        | --        | --        |
| <b>Total Agency: Expenditure Increases/Re-estimates</b> |                                 | <b>44</b>             | <b>--</b> | <b>--</b> | <b>--</b> | <b>--</b> |



## AGENCY FIVE YEAR SUMMARY

### Department of Probation

|                                      | FY 2018                      | FY 2019                | FY 2020                | FY 2021                | FY 2022                |
|--------------------------------------|------------------------------|------------------------|------------------------|------------------------|------------------------|
| <b><u>Dollars</u></b>                | <i>(City Funds in 000's)</i> |                        |                        |                        |                        |
| Baseline Per November 2017 Plan      | \$81,298                     | \$80,352               | \$80,188               | \$80,556               | \$80,556               |
| Citywide Savings Program             | (1,304)                      | (198)                  | -                      | -                      | -                      |
| Expenditure Increases / Re-estimates | (1,618)                      | 2                      | 2                      | 2                      | 2                      |
| <b>February 2018 Financial Plan</b>  | <b><u>\$78,376</u></b>       | <b><u>\$80,156</u></b> | <b><u>\$80,190</u></b> | <b><u>\$80,558</u></b> | <b><u>\$80,558</u></b> |
| <b><u>Headcount</u></b>              | <i>(City Funded)</i>         |                        |                        |                        |                        |
| Baseline Per November 2017 Plan      | 784                          | 769                    | 761                    | 761                    | 761                    |
| Expenditure Increases / Re-estimates | 45                           | -                      | -                      | -                      | -                      |
| <b>February 2018 Financial Plan</b>  | <b><u>829</u></b>            | <b><u>769</u></b>      | <b><u>761</u></b>      | <b><u>761</u></b>      | <b><u>761</u></b>      |

C = Civilian, P = Pedagogical, U = Uniform

## Citywide Savings Program

### Department of Probation

| Description  | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |              |           |           |           |
|--|---------------------------------|-----------------------|--------------|-----------|-----------|-----------|
|  |                                 | FY 2018               | FY 2019      | FY 2020   | FY 2021   | FY 2022   |
| <b><u>Personal Services Accruals</u></b>                         |                                 | (1,304)               | --           | --        | --        | --        |
| Personal Services savings due to hiring delays.                  |                                 |                       |              |           |           |           |
| <b><u>OTPS Savings</u></b>                                       |                                 | --                    | (198)        | --        | --        | --        |
| OTPS savings due to procurement delays for vehicle replacements. |                                 |                       |              |           |           |           |
| <b>Total Agency: Citywide Savings Program</b>                    |                                 | <b>(1,304)</b>        | <b>(198)</b> | <b>--</b> | <b>--</b> | <b>--</b> |



## AGENCY FIVE YEAR SUMMARY

### Office of Administrative Trials & Hearings

|                                      | FY 2018                      | FY 2019                | FY 2020                | FY 2021                | FY 2022                |
|--------------------------------------|------------------------------|------------------------|------------------------|------------------------|------------------------|
| <b><u>Dollars</u></b>                | <i>(City Funds in 000's)</i> |                        |                        |                        |                        |
| Baseline Per November 2017 Plan      | \$48,296                     | \$49,733               | \$49,944               | \$49,944               | \$49,944               |
| Citywide Savings Program             | (819)                        | (995)                  | -                      | -                      | -                      |
| Expenditure Increases / Re-estimates | (71)                         | 123                    | 123                    | -                      | -                      |
| <b>February 2018 Financial Plan</b>  | <b><u>\$47,406</u></b>       | <b><u>\$48,861</u></b> | <b><u>\$50,067</u></b> | <b><u>\$49,944</u></b> | <b><u>\$49,944</u></b> |
| <b><u>Headcount</u></b>              |                              |                        |                        |                        |                        |
| Baseline Per November 2017 Plan      | 315                          | 315                    | 315                    | 315                    | 315                    |
| <b>February 2018 Financial Plan</b>  | <b><u>315</u></b>            | <b><u>315</u></b>      | <b><u>315</u></b>      | <b><u>315</u></b>      | <b><u>315</u></b>      |

C = Civilian, P = Pedagogical, U = Uniform

## Citywide Savings Program

### Office of Administrative Trials & Hearings

| Description   | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |              |           |           |           |
|---|---------------------------------|-----------------------|--------------|-----------|-----------|-----------|
|   |                                 | FY 2018               | FY 2019      | FY 2020   | FY 2021   | FY 2022   |
| <b><u>PS Savings</u></b>  |                                 | --                    | (514)        | --        | --        | --        |
| The agency will achieve savings in FY 2019 from delays in filling vacant positions.   |                                 |                       |              |           |           |           |
| <b><u>Lease Savings</u></b>   |                                 | (362)                 | --           | --        | --        | --        |
| A delay in buildout and occupancy of leased space has led to one-time rent savings.   |                                 |                       |              |           |           |           |
| <b><u>Electronic Records Management</u></b>   |                                 | --                    | (5)          | --        | --        | --        |
| The conversion to digital record retention and development of an electronic case tracking system will result in savings in office supplies. |                                 |                       |              |           |           |           |
| <b><u>Contractual Savings</u></b>   |                                 | (342)                 | (342)        | --        | --        | --        |
| Through competitive bidding, the agency has identified savings for data capture and mail fulfillment service contracts.                     |                                 |                       |              |           |           |           |
| <b><u>Criminal Justice Reform Contractual Savings</u></b>   |                                 | (79)                  | (74)         | --        | --        | --        |
| Re-estimate of contractual services required to implement the Criminal Justice Reform Act.  |                                 |                       |              |           |           |           |
| <b><u>Criminal Justice Reform Courier Service Savings</u></b>   |                                 | (36)                  | (30)         | --        | --        | --        |
| Savings from a re-estimate of usage required for bonded courier service.  |                                 |                       |              |           |           |           |
| <b><u>Security Savings from Office Consolidation</u></b>  |                                 | --                    | (30)         | --        | --        | --        |
| Elimination of security costs due to office consolidation.  |                                 |                       |              |           |           |           |
| <b>Total Agency: Citywide Savings Program</b>   |                                 | <b>(819)</b>          | <b>(995)</b> | <b>--</b> | <b>--</b> | <b>--</b> |

## Expenditure Increases/Re-estimates

### Office of Administrative Trials & Hearings

| Description  | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |            |            |           |           |
|--|---------------------------------|-----------------------|------------|------------|-----------|-----------|
|  |                                 | FY 2018               | FY 2019    | FY 2020    | FY 2021   | FY 2022   |
| <b><u>Citywide Lease Savings</u></b>   |                                 | (194)                 | --         | --         | --        | --        |
| Reflects citywide savings for centrally managed leases.  |                                 |                       |            |            |           |           |
| <b><u>Hearing Officers for Hearings Division</u></b>   |                                 | 123                   | 123        | 123        | --        | --        |
| Staffing to accommodate an increase in workload for review of Department of Buildings summonses. |                                 |                       |            |            |           |           |
| <b>Total Agency: Expenditure Increases/Re-estimates</b>  |                                 | <b>(71)</b>           | <b>123</b> | <b>123</b> | <b>--</b> | <b>--</b> |

## AGENCY FIVE YEAR SUMMARY

### Business Integrity Commission

|   | FY 2018                      | FY 2019                      | FY 2020                      | FY 2021                      | FY 2022                      |
|---|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|
| <b><u>Dollars</u></b>                   | <i>(City Funds in 000's)</i> |                              |                              |                              |                              |
| Baseline Per November 2017 Plan         | \$8,734                      | \$8,611                      | \$8,611                      | \$8,611                      | \$8,611                      |
| Citywide Savings Program                | -                            | (172)                        | -                            | -                            | (172)                        |
| Less Citywide Savings Program (Revenue) | -                            | 172                          | -                            | -                            | 172                          |
| Expenditure Increases / Re-estimates    | -                            | -                            | -                            | -                            | -                            |
| <b>February 2018 Financial Plan</b>     | <b><u><u>\$8,734</u></u></b> | <b><u><u>\$8,611</u></u></b> | <b><u><u>\$8,611</u></u></b> | <b><u><u>\$8,611</u></u></b> | <b><u><u>\$8,611</u></u></b> |
| <b><u>Headcount</u></b>                 |                              |                              |                              |                              |                              |
| Baseline Per November 2017 Plan         | 88                           | 88                           | 88                           | 88                           | 88                           |
| <b>February 2018 Financial Plan</b>     | <b><u><u>88</u></u></b>      | <b><u><u>88</u></u></b>      | <b><u><u>88</u></u></b>      | <b><u><u>88</u></u></b>      | <b><u><u>88</u></u></b>      |

C = Civilian, P = Pedagogical, U = Uniform

## Citywide Savings Program

### Business Integrity Commission

| Description   | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |         |         |         |         |
|---|---------------------------------|-----------------------|---------|---------|---------|---------|
|   |                                 | FY 2018               | FY 2019 | FY 2020 | FY 2021 | FY 2022 |
| <p><b><u>Market Business Registration Fee</u></b></p> <p>The Business Integrity Commission will generate additional revenue from renewals of Market Business Registration applications in FY 2019 and FY 2022, as per the Agency's three year registration renewal cycle.</p> |                                 | --                    | (172)   | --      | --      | (172)   |
| <b>Total Agency: Citywide Savings Program</b>   |                                 | --                    | (172)   | --      | --      | (172)   |



## AGENCY FIVE YEAR SUMMARY

### Department of Design and Construction

|                                      | FY 2018                       | FY 2019                       | FY 2020                       | FY 2021                       | FY 2022                       |
|--------------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| <b><u>Dollars</u></b>                | <i>(City Funds in 000's)</i>  |                               |                               |                               |                               |
| Baseline Per November 2017 Plan      | \$16,723                      | \$14,410                      | \$14,437                      | \$14,437                      | \$14,437                      |
| Expenditure Increases / Re-estimates | 335                           | 335                           | 335                           | 335                           | 335                           |
| <b>February 2018 Financial Plan</b>  | <b><u><u>\$17,058</u></u></b> | <b><u><u>\$14,745</u></u></b> | <b><u><u>\$14,772</u></u></b> | <b><u><u>\$14,772</u></u></b> | <b><u><u>\$14,772</u></u></b> |
| <b><u>Headcount</u></b>              | <i>(City Funded)</i>          |                               |                               |                               |                               |
| Baseline Per November 2017 Plan      | 80                            | 80                            | 80                            | 80                            | 80                            |
| Expenditure Increases / Re-estimates | 3                             | 3                             | 3                             | 3                             | 3                             |
| <b>February 2018 Financial Plan</b>  | <b><u><u>83</u></u></b>       | <b><u><u>83</u></u></b>       | <b><u><u>83</u></u></b>       | <b><u><u>83</u></u></b>       | <b><u><u>83</u></u></b>       |

C = Civilian, P = Pedagogical, U = Uniform

## Expenditure Increases/Re-estimates

### Department of Design and Construction

| Description   | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |         |         |         |         |
|---|---------------------------------|-----------------------|---------|---------|---------|---------|
|   |                                 | FY 2018               | FY 2019 | FY 2020 | FY 2021 | FY 2022 |
| <p><b><u>Technical Adjustment</u></b><br/>                     A technical adjustment to transfer three IFA-funded positions to City funds.</p> | 3 C                             | 335                   | 335     | 335     | 335     | 335     |
| <b>Total Agency: Expenditure Increases/Re-estimates</b>   | 3 C                             | 335                   | 335     | 335     | 335     | 335     |

## AGENCY FIVE YEAR SUMMARY

### Department of Information Technology and Telecommunication

|                                      | FY 2018                      | FY 2019                 | FY 2020                 | FY 2021                 | FY 2022                 |
|--------------------------------------|------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| <b><u>Dollars</u></b>                | <i>(City Funds in 000's)</i> |                         |                         |                         |                         |
| Baseline Per November 2017 Plan      | \$476,798                    | \$451,407               | \$441,208               | \$440,473               | \$439,372               |
| Citywide Savings Program             | (4,957)                      | (6,071)                 | (5,417)                 | (5,417)                 | (5,417)                 |
| Expenditure Increases / Re-estimates | 12,868                       | 2,956                   | 2,956                   | 2,956                   | 2,956                   |
| <b>February 2018 Financial Plan</b>  | <b><u>\$484,709</u></b>      | <b><u>\$448,292</u></b> | <b><u>\$438,747</u></b> | <b><u>\$438,012</u></b> | <b><u>\$436,911</u></b> |
| <b><u>Headcount</u></b>              | <i>(City Funded)</i>         |                         |                         |                         |                         |
| Baseline Per November 2017 Plan      | 1,711                        | 1,712                   | 1,711                   | 1,711                   | 1,711                   |
| Expenditure Increases / Re-estimates | 2                            | 2                       | 2                       | 2                       | 2                       |
| <b>February 2018 Financial Plan</b>  | <b><u>1,713</u></b>          | <b><u>1,714</u></b>     | <b><u>1,713</u></b>     | <b><u>1,713</u></b>     | <b><u>1,713</u></b>     |

C = Civilian, P = Pedagogical, U = Uniform

## Citywide Savings Program

### Department of Information Technology and Telecommunication

| Description   | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |                |                |                |                |
|---|---------------------------------|-----------------------|----------------|----------------|----------------|----------------|
|   |                                 | FY 2018               | FY 2019        | FY 2020        | FY 2021        | FY 2022        |
| <b><u>Office of the CTO PS Savings</u></b><br>The agency will achieve savings from delays in filling vacant positions.  |                                 | (109)                 | --             | --             | --             | --             |
| <b><u>Broadband Savings Adjustment</u></b><br>Broadband savings adjustment.   |                                 | (226)                 | --             | --             | --             | --             |
| <b><u>MOME Incentive Fund Savings</u></b><br>The Mayor's Office of Media and Entertainment (MOME) will achieve savings by reducing the costs of programs associated with the Incentive Fund.  |                                 | (453)                 | (474)          | (474)          | (474)          | (474)          |
| <b><u>IT Savings</u></b><br>The Department of Information Technology & Telecommunications (DoITT) will realize savings by reducing the costs for some services through insourcing, negotiating savings, and reviewing contract needs. |                                 | (4,169)               | (5,597)        | (4,943)        | (4,943)        | (4,943)        |
| <b>Total Agency: Citywide Savings Program</b>   |                                 | <b>(4,957)</b>        | <b>(6,071)</b> | <b>(5,417)</b> | <b>(5,417)</b> | <b>(5,417)</b> |

## Expenditure Increases/Re-estimates

### Department of Information Technology and Telecommunication

| Description   | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |              |              |              |              |
|---|---------------------------------|-----------------------|--------------|--------------|--------------|--------------|
|   |                                 | FY 2018               | FY 2019      | FY 2020      | FY 2021      | FY 2022      |
| <b><u>311 Language Interpretation</u></b><br>Funding for additional 311 language translation services.  |                                 | 419                   | 419          | 419          | 419          | 419          |
| <b><u>311 Re-Architecture</u></b><br>Funding for Customer Relation Management licenses for the 311 Re-architecture project.   |                                 | 2,497                 | --           | --           | --           | --           |
| <b><u>311 Call Takers Transfer</u></b><br>This is a net-zero transfer Citywide.   |                                 | 1,071                 | --           | --           | --           | --           |
| <b><u>MOME Office of Nightlife</u></b><br>The Mayor's Office of Media and Entertainment (MOME) will receive funds and staff for the Office of Nightlife.  | 2 C                             | 56                    | 116          | 116          | 116          | 116          |
| <b><u>Cyber Security</u></b><br>Additional funding for Cyber Security contracts.  |                                 | 5,565                 | --           | --           | --           | --           |
| <b><u>CP Maintenance</u></b><br>Funding for expense portions of capital projects.   |                                 | 3,305                 | 2,421        | 2,421        | 2,421        | 2,421        |
| <b><u>DOP Animation Project Transfer</u></b><br>The Mayor's Office of Media and Entertainment (MOME) will transfer funds to the NYC Department of Probabtion (DOP) for The Animation Project (TAP). |                                 | (800)                 | --           | --           | --           | --           |
| <b><u>Lease Adjustment</u></b><br>Lease adjustment.   |                                 | 721                   | --           | --           | --           | --           |
| <b><u>Office of Special Enforcement</u></b><br>IT software for the Office of Special Enforcement.   |                                 | 34                    | --           | --           | --           | --           |
| <b>Total Agency: Expenditure Increases/Re-estimates</b>   | <b>2 C</b>                      | <b>12,868</b>         | <b>2,956</b> | <b>2,956</b> | <b>2,956</b> | <b>2,956</b> |

## AGENCY FIVE YEAR SUMMARY

### Department of Records and Information Services

|   | FY 2018                      | FY 2019                      | FY 2020                      | FY 2021                      | FY 2022                      |
|---|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|
| <b><u>Dollars</u></b>                   | <i>(City Funds in 000's)</i> |                              |                              |                              |                              |
| Baseline Per November 2017 Plan         | \$7,645                      | \$8,353                      | \$8,417                      | \$8,417                      | \$8,417                      |
| Citywide Savings Program                | (155)                        | (128)                        | -                            | -                            | -                            |
| Less Citywide Savings Program (Revenue) | -                            | 40                           | -                            | -                            | -                            |
| Expenditure Increases / Re-estimates    | 29                           | 614                          | 329                          | 329                          | 329                          |
| <b>February 2018 Financial Plan</b>     | <b><u><u>\$7,519</u></u></b> | <b><u><u>\$8,879</u></u></b> | <b><u><u>\$8,746</u></u></b> | <b><u><u>\$8,746</u></u></b> | <b><u><u>\$8,746</u></u></b> |
| <b><u>Headcount</u></b>                 | <i>(City Funded)</i>         |                              |                              |                              |                              |
| Baseline Per November 2017 Plan         | 61                           | 61                           | 61                           | 61                           | 61                           |
| Expenditure Increases / Re-estimates    | 3                            | 3                            | -                            | -                            | -                            |
| <b>February 2018 Financial Plan</b>     | <b><u><u>64</u></u></b>      | <b><u><u>64</u></u></b>      | <b><u><u>61</u></u></b>      | <b><u><u>61</u></u></b>      | <b><u><u>61</u></u></b>      |

C = Civilian, P = Pedagogical, U = Uniform

## Citywide Savings Program

### Department of Records and Information Services

| Description  | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |              |           |           |           |
|--|---------------------------------|-----------------------|--------------|-----------|-----------|-----------|
|  |                                 | FY 2018               | FY 2019      | FY 2020   | FY 2021   | FY 2022   |
| <p><b><u>PS Savings</u></b><br/>The agency will achieve savings from delays in filling vacant positions.</p>   |                                 | (113)                 | (70)         | --        | --        | --        |
| <p><b><u>Contractual Savings</u></b><br/>Savings from elimination of services that are no longer needed. In addition, the agency has identified savings due to the delay in registering contracts.</p>   |                                 | (42)                  | (18)         | --        | --        | --        |
| <p><b><u>Central Park Book Sales</u></b><br/>The Department of Records and Information Services will receive royalties from the sale of the first 10,000 copies of a book on Central Park for the use of proprietary photographs and drawings.</p> |                                 | --                    | (40)         | --        | --        | --        |
| <b>Total Agency: Citywide Savings Program</b>  |                                 | <b>(155)</b>          | <b>(128)</b> | <b>--</b> | <b>--</b> | <b>--</b> |

## Expenditure Increases/Re-estimates

### Department of Records and Information Services

| Description  | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |            |            |            |            |
|--|---------------------------------|-----------------------|------------|------------|------------|------------|
|  |                                 | FY 2018               | FY 2019    | FY 2020    | FY 2021    | FY 2022    |
| <b><u>Manhattan Building Plans Re-housing and Digitization Project</u></b><br>Staff and equipment to support a 16-month project to digitize architectural plans.                               | 3 C                             | 59                    | 171        | --         | --         | --         |
| <b><u>Operational Resources</u></b><br>Supports the purchase of equipment to improve digitization, replace end of life equipment, citywide records management training, and telecom increases. |                                 | 74                    | 19         | 9          | 9          | 9          |
| <b><u>Lease for Warehouse</u></b><br>Incremental lease funding to relocate the Municipal Archives.   |                                 | --                    | 320        | 320        | 320        | 320        |
| <b><u>Fiscal Year Rollover</u></b><br>A fiscal year rollover to scan, index and process, and move the 1940's tax photo collection to an online platform.                                       |                                 | (104)                 | 104        | --         | --         | --         |
| <b>Total Agency: Expenditure Increases/Re-estimates</b>  | <b>3 C</b>                      | <b>29</b>             | <b>614</b> | <b>329</b> | <b>329</b> | <b>329</b> |



## AGENCY FIVE YEAR SUMMARY

### District Attorney - Manhattan

|                                      | FY 2018                      | FY 2019                | FY 2020                | FY 2021                | FY 2022                |
|--------------------------------------|------------------------------|------------------------|------------------------|------------------------|------------------------|
| <b><u>Dollars</u></b>                | <i>(City Funds in 000's)</i> |                        |                        |                        |                        |
| Baseline Per November 2017 Plan      | \$100,831                    | \$99,875               | \$99,886               | \$99,886               | \$99,886               |
| Expenditure Increases / Re-estimates | 6                            | -                      | -                      | -                      | -                      |
| <b>February 2018 Financial Plan</b>  | <b><u>\$100,837</u></b>      | <b><u>\$99,875</u></b> | <b><u>\$99,886</u></b> | <b><u>\$99,886</u></b> | <b><u>\$99,886</u></b> |
| <b><u>Headcount</u></b>              |                              |                        |                        |                        |                        |
| Baseline Per November 2017 Plan      | 922                          | 922                    | 922                    | 922                    | 922                    |
| <b>February 2018 Financial Plan</b>  | <b><u>922</u></b>            | <b><u>922</u></b>      | <b><u>922</u></b>      | <b><u>922</u></b>      | <b><u>922</u></b>      |

C = Civilian, P = Pedagogical, U = Uniform

## Expenditure Increases/Re-estimates

### District Attorney - Manhattan

| Description   | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |           |           |           |           |
|---|---------------------------------|-----------------------|-----------|-----------|-----------|-----------|
|   |                                 | FY 2018               | FY 2019   | FY 2020   | FY 2021   | FY 2022   |
| <u>Lease Adjustment</u><br>Lease adjustment             |                                 | 6                     | --        | --        | --        | --        |
| <b>Total Agency: Expenditure Increases/Re-estimates</b> |                                 | <b>6</b>              | <b>--</b> | <b>--</b> | <b>--</b> | <b>--</b> |

## AGENCY FIVE YEAR SUMMARY

### District Attorney - Bronx

|                                      | FY 2018                      | FY 2019                | FY 2020                | FY 2021                | FY 2022                |
|--------------------------------------|------------------------------|------------------------|------------------------|------------------------|------------------------|
| <b><u>Dollars</u></b>                | <i>(City Funds in 000's)</i> |                        |                        |                        |                        |
| Baseline Per November 2017 Plan      | \$69,876                     | \$69,467               | \$69,465               | \$69,465               | \$69,465               |
| Expenditure Increases / Re-estimates | 291                          | 31                     | 31                     | 31                     | 31                     |
| <b>February 2018 Financial Plan</b>  | <b><u>\$70,167</u></b>       | <b><u>\$69,498</u></b> | <b><u>\$69,496</u></b> | <b><u>\$69,496</u></b> | <b><u>\$69,496</u></b> |
| <b><u>Headcount</u></b>              |                              |                        |                        |                        |                        |
| Baseline Per November 2017 Plan      | 856                          | 856                    | 856                    | 856                    | 856                    |
| <b>February 2018 Financial Plan</b>  | <b><u>856</u></b>            | <b><u>856</u></b>      | <b><u>856</u></b>      | <b><u>856</u></b>      | <b><u>856</u></b>      |

C = Civilian, P = Pedagogical, U = Uniform

## Expenditure Increases/Re-estimates

### District Attorney - Bronx

| Description   | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |           |           |           |           |
|---|---------------------------------|-----------------------|-----------|-----------|-----------|-----------|
|   |                                 | FY 2018               | FY 2019   | FY 2020   | FY 2021   | FY 2022   |
| <b><u>BXDA Space Build-Out</u></b><br>Space build-out to accommodate new Assistant District Attorneys.          |                                 | 291                   | --        | --        | --        | --        |
| <b><u>Early Victim Engagement Program Adjustment</u></b><br>Adjustment for the Early Victim Engagement Program. |                                 | --                    | 31        | 31        | 31        | 31        |
| <b>Total Agency: Expenditure Increases/Re-estimates</b>   |                                 | <b>291</b>            | <b>31</b> | <b>31</b> | <b>31</b> | <b>31</b> |

## AGENCY FIVE YEAR SUMMARY

### District Attorney - Staten Island

|                                      | FY 2018                      | FY 2019                | FY 2020                | FY 2021                | FY 2022                |
|--------------------------------------|------------------------------|------------------------|------------------------|------------------------|------------------------|
| <b><u>Dollars</u></b>                | <i>(City Funds in 000's)</i> |                        |                        |                        |                        |
| Baseline Per November 2017 Plan      | \$14,374                     | \$13,945               | \$13,946               | \$13,946               | \$13,946               |
| Expenditure Increases / Re-estimates | 18                           | 34                     | 34                     | 34                     | 34                     |
| <b>February 2018 Financial Plan</b>  | <b><u>\$14,392</u></b>       | <b><u>\$13,979</u></b> | <b><u>\$13,980</u></b> | <b><u>\$13,980</u></b> | <b><u>\$13,980</u></b> |
| <b><u>Headcount</u></b>              |                              |                        |                        |                        |                        |
| Baseline Per November 2017 Plan      | 126                          | 126                    | 126                    | 126                    | 126                    |
| <b>February 2018 Financial Plan</b>  | <b><u>126</u></b>            | <b><u>126</u></b>      | <b><u>126</u></b>      | <b><u>126</u></b>      | <b><u>126</u></b>      |

C = Civilian, P = Pedagogical, U = Uniform

## Expenditure Increases/Re-estimates

### District Attorney - Staten Island

| Description   | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |           |           |           |           |
|---|---------------------------------|-----------------------|-----------|-----------|-----------|-----------|
|   |                                 | FY 2018               | FY 2019   | FY 2020   | FY 2021   | FY 2022   |
| <u><b>Early Victim Engagement Program Adjustment</b></u><br>Adjustment for the Early Victim Engagement Program. |                                 | 18                    | 34        | 34        | 34        | 34        |
| <b>Total Agency: Expenditure Increases/Re-estimates</b>   |                                 | <b>18</b>             | <b>34</b> | <b>34</b> | <b>34</b> | <b>34</b> |

## AGENCY FIVE YEAR SUMMARY

### Citywide Savings Initiatives

|                                     | FY 2018                      | FY 2019                  | FY 2020                  | FY 2021                   | FY 2022                   |
|-------------------------------------|------------------------------|--------------------------|--------------------------|---------------------------|---------------------------|
| <b><u>Dollars</u></b>               | <i>(City Funds in 000's)</i> |                          |                          |                           |                           |
| Baseline Per November 2017 Plan     | \$-                          | (\$46,281)               | (\$73,531)               | (\$98,781)                | (\$98,781)                |
| Citywide Savings Program            | -                            | (9,563)                  | (12,363)                 | (14,889)                  | (16,714)                  |
| <b>February 2018 Financial Plan</b> | <b><u>\$-</u></b>            | <b><u>(\$55,844)</u></b> | <b><u>(\$85,894)</u></b> | <b><u>(\$113,670)</u></b> | <b><u>(\$115,495)</u></b> |

C = Civilian, P = Pedagogical, U = Uniform

## Citywide Savings Program

### Citywide Savings Initiatives

| Description   | City Personnel<br>As of 6/30/19 | (City Funds in 000's) |                |                 |                 |                 |
|---|---------------------------------|-----------------------|----------------|-----------------|-----------------|-----------------|
|   |                                 | FY 2018               | FY 2019        | FY 2020         | FY 2021         | FY 2022         |
| <p><b><u>Paper Reduction</u></b><br/>City agencies will phase out the creation and storage of most types of paper documents, which will reduce storage costs.</p>           |                                 | --                    | (250)          | (800)           | (3,000)         | (4,500)         |
| <p><b><u>Electric Vehicles</u></b><br/>The City will transition to purchasing battery powered electric vehicles (BEVs) in order to decrease fuel and maintenance costs.</p> |                                 | --                    | (1,938)        | (2,263)         | (2,589)         | (2,914)         |
| <p><b><u>Agency Phone Plan Review</u></b><br/>DoITT will review phone plans to ensure competitiveness, improve billing, and upgrade technology.</p>                         |                                 | --                    | (1,575)        | (3,500)         | (3,500)         | (3,500)         |
| <p><b><u>Fleet Legal Coordination</u></b><br/>DCAS will share information with Law related to the defense of automobile-related claims made against the City.</p>           |                                 | --                    | (4,800)        | (4,800)         | (4,800)         | (4,800)         |
| <p><b><u>Standardize Travel Policies</u></b><br/>Review agency travel requests to promote cost-effectiveness.</p>   |                                 | --                    | (1,000)        | (1,000)         | (1,000)         | (1,000)         |
| <b>Total Agency: Citywide Savings Program</b>   |                                 | --                    | <b>(9,563)</b> | <b>(12,363)</b> | <b>(14,889)</b> | <b>(16,714)</b> |