

**The City of New York  
Preliminary Budget  
Fiscal Year 2021**

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

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# **Citywide Savings Program**

**January 2020**

# Table of Contents

|  |    |
|--|----|
| <b>Introduction to the Savings Program</b>                                     | 2  |
| <b>Section I: Summary Tables</b>   | 4  |
| Table 1: Agency Summary - January 2020 Financial Plan                          | 5  |
| Table 2: Agency Summary - November 2019 +<br>January 2020 Financial Plans      | 6  |
| Table 3: Savings by Category - November 2019 +<br>January 2020 Financial Plans | 7  |
| <b>Section II: Savings Initiatives by Agency</b>                               | 8  |
| Police Department  | 9  |
| Fire Department  | 9  |
| Department of Correction   | 10 |
| Department of Sanitation   | 10 |
| Administration for Children's Services   | 10 |
| Department of Social Services  | 11 |
| Department for the Aging   | 11 |
| Department of Youth and Community Development                                  | 12 |
| Department of Health and Mental Hygiene  | 12 |
| Housing Preservation and Development   | 13 |
| Department of Transportation   | 13 |
| Department of Parks and Recreation   | 14 |
| Department of Citywide Administrative Services                                 | 14 |
| Department of Education  | 16 |
| City University  | 17 |

|   |    |
|---|----|
| <b>Section II (continued): Savings Initiatives by Agency</b>  |    |
| Citywide Savings Initiatives                                  | 17 |
| Miscellaneous   | 18 |
| Debt Service  | 18 |
| Procurement Savings   | 20 |
| Mayoralty   | 20 |
| Department of Emergency Management                            | 21 |
| Law Department  | 21 |
| Department of City Planning                                   | 22 |
| Department of Cultural Affairs                                | 22 |
| Financial Information Services Agency                         | 23 |
| Office of Payroll Administration                              | 23 |
| Landmarks Preservation Commission                             | 23 |
| Conflicts of Interest Board                                   | 24 |
| Department of Probation                                       | 24 |
| Department of Small Business Services                         | 25 |
| Department of Buildings                                       | 25 |
| Department of Environmental Protection                        | 26 |
| Business Integrity Commission                                 | 27 |
| Department of Design and Construction                         | 27 |
| Department of Information Technology<br>and Telecommunication | 28 |
| Department of Consumer Affairs                                | 28 |

## Citywide Savings Program Overview

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- The Citywide Savings Program in the January 2020 Financial Plan is the result of a collaborative effort between OMB and City agencies to reexamine internal processes and policies, use resources efficiently, and re-estimate expenses, all without sacrificing service delivery to New York City residents.
- Stewardship of the City's finances is an ongoing process that requires long-term planning and a search for innovative solutions. Accordingly, OMB and agency staff applied five strategies to drive savings: redesign business practices, reduce and repurpose assets, implement IT solutions, improve the use of City space and deployment of personnel, and maximize Federal, State, and Private grants and Miscellaneous revenue.
- In this plan, OMB and City agencies have produced savings of \$714 million in FY20 and FY21. This is in addition to \$474 million in the November 2019 Financial Plan, for a total of almost \$1.2 billion through the implementation of 164 initiatives that combine efficiencies, cautious budgeting, and responsible debt management. This builds on the City's commitment to savings including prior Savings Programs introduced in each year of this Administration, the historic restructuring of the City's decades-old health plans beginning in 2014, and more.
- Since the June 2019 Financial Plan, there have been 34 efficiencies that optimize resources or minimize waste. OMB will implement and track these along with the efficiency initiatives introduced in previous fiscal years.
- In addition to the initiatives reported in this Savings Program, OMB and City agencies continue to look for ways to avoid or mitigate future costs.

## Categories of Savings

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### Overview

There are a number of ways to achieve savings. At the highest level, savings can be separated into the following:

- **Budget Savings** – An initiative that reduces any portion of the City budget.
- **Cost Avoidance** – A reduction in potential City spending that has not yet been budgeted, resulting in a lower added cost in the future. This type of savings cannot be reflected in the Financial Plan, but is important to controlling expenses.

### Savings Classifications

Next, savings are classified by funding type. Some initiatives reduce the burden on City funded dollars, directly contributing to closing the “gap” between expenses and revenues. Others savings initiatives allow the City to borrow less by reducing the Capital budget and lowering debt service costs. Additionally, savings are broken out by how they are generated.

There are six broad categories of savings:

- **Efficiency** – Active changes to agency practices that improve the City’s finances without reducing service levels. This can be achieved by lowering spending, optimizing grant claiming, or increasing revenue collection. Funding shifts are considered efficiencies *if* an active effort was made to save the City money.
- **Hiring Freeze** – Savings due to delays in filling vacant positions.
- **Underspending** – Savings associated with lower than expected spending due to a delay or lower than expected costs.
- **Reimbursement Re-estimate** – Revenue savings that did not require active agency efforts, either through grant claiming that results in a funding shift or an increase in City funds revenue.
- **Service Reductions** – Expense savings from scaling back programs, resulting in a decrease of services provided to the public.
- **Debt Service** – Savings associated with lower than expected cost of debt service expenditures.

**I.**

# **Summary Tables**

**Table 1**  
**January 2020 Financial Plan: Summary by Agency**

*\$ in 000's*

|                                       | <u># of Initiatives</u> | <u>FY 2020</u>      | <u>FY 2021</u>      | <u>FY 2022</u>      | <u>FY 2023</u>      | <u>FY 2024</u>      |
|---------------------------------------|-------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| <b>Uniformed Forces</b>               |                         |                     |                     |                     |                     |                     |
| Police                                | 2                       | (\$ 35,800)         | -                   | -                   | -                   | -                   |
| Fire                                  | 1                       | (\$ 8,000)          | (\$ 3,000)          | (\$ 3,000)          | (\$ 3,000)          | (\$ 3,000)          |
| Correction                            | 1                       | (\$ 10,000)         | (\$ 10,000)         | -                   | -                   | -                   |
| Sanitation                            | 1                       | (\$ 31,939)         | -                   | -                   | -                   | -                   |
| <b>Health and Welfare</b>             |                         |                     |                     |                     |                     |                     |
| Admin. for Children's Services        | 2                       | (\$ 20,768)         | (\$ 2,650)          | (\$ 2,650)          | (\$ 2,650)          | (\$ 2,650)          |
| Social Services                       | 1                       | (\$ 100,000)        | -                   | -                   | -                   | -                   |
| Aging                                 | 2                       | (\$ 2,000)          | (\$ 2,000)          | (\$ 2,000)          | (\$ 2,000)          | (\$ 2,000)          |
| Youth and Community Dev.              | 2                       | (\$ 5,000)          | (\$ 3,000)          | (\$ 3,000)          | (\$ 3,000)          | (\$ 3,000)          |
| Health and Mental Hygiene             | 3                       | (\$ 12,304)         | (\$ 2,191)          | (\$ 2,691)          | (\$ 2,691)          | (\$ 2,691)          |
| <b>Other Agencies</b>                 |                         |                     |                     |                     |                     |                     |
| Transportation                        | 5                       | (\$ 4,975)          | (\$ 1,866)          | (\$ 160)            | (\$ 160)            | (\$ 160)            |
| Parks and Recreation                  | 2                       | (\$ 7,000)          | -                   | -                   | -                   | -                   |
| Citywide Administrative Services      | 9                       | (\$ 2,282)          | (\$ 3,987)          | -                   | -                   | -                   |
| All Other Agencies                    | 30                      | (\$ 24,235)         | (\$ 12,838)         | (\$ 230)            | (\$ 230)            | (\$ 230)            |
| <b>Education</b>                      |                         |                     |                     |                     |                     |                     |
| Education                             | 6                       | (\$ 7,900)          | (\$ 92,250)         | (\$ 92,250)         | (\$ 92,250)         | (\$ 92,250)         |
| City University                       | 3                       | (\$ 3,000)          | (\$ 6,000)          | (\$ 6,000)          | (\$ 6,000)          | (\$ 6,000)          |
| <b>Other</b>                          |                         |                     |                     |                     |                     |                     |
| Citywide Savings Initiatives          | 1                       | (\$ 806)            | (\$ 806)            | -                   | -                   | -                   |
| Miscellaneous                         | 3                       | (\$ 50,695)         | (\$ 50,145)         | -                   | -                   | -                   |
| Debt Service                          | 6                       | (\$ 129,156)        | (\$ 12,333)         | (\$ 15,050)         | (\$ 35,876)         | (\$ 67,839)         |
| Procurement Savings                   | 1                       | -                   | (\$ 55,519)         | (\$ 55,519)         | (\$ 55,519)         | (\$ 55,519)         |
| <b>TOTAL CITYWIDE SAVINGS PROGRAM</b> | <b>81</b>               | <b>(\$ 455,861)</b> | <b>(\$ 258,584)</b> | <b>(\$ 182,549)</b> | <b>(\$ 203,375)</b> | <b>(\$ 235,338)</b> |
|                                       |                         |                     | <b>(\$ 714,445)</b> |                     |                     |                     |

**Table 2**  
**November 2019 + January 2020 Financial Plans: Summary by Agency**

*\$ in 000's*

|                                       | <u># of Initiatives</u> | <u>FY 2020</u>      | <u>FY 2021</u>        | <u>FY 2022</u>      | <u>FY 2023</u>      | <u>FY 2024</u>      |
|---------------------------------------|-------------------------|---------------------|-----------------------|---------------------|---------------------|---------------------|
| <b>Uniformed Forces</b>               |                         |                     |                       |                     |                     |                     |
| Police                                | 4                       | (\$ 35,800)         | (\$ 10,000)           | -                   | -                   | -                   |
| Fire                                  | 4                       | (\$ 11,602)         | (\$ 8,080)            | (\$ 3,000)          | (\$ 3,000)          | (\$ 3,000)          |
| Correction                            | 2                       | (\$ 32,000)         | (\$ 79,800)           | (\$ 69,800)         | (\$ 69,800)         | (\$ 69,800)         |
| Sanitation                            | 3                       | (\$ 36,915)         | -                     | -                   | -                   | -                   |
| <b>Health and Welfare</b>             |                         |                     |                       |                     |                     |                     |
| Admin. for Children's Services        | 3                       | (\$ 30,768)         | (\$ 12,650)           | (\$ 2,650)          | (\$ 2,650)          | (\$ 2,650)          |
| Social Services                       | 4                       | (\$ 108,000)        | (\$ 2,000)            | (\$ 2,000)          | (\$ 2,000)          | (\$ 2,000)          |
| Aging                                 | 3                       | (\$ 2,500)          | (\$ 2,000)            | (\$ 2,000)          | (\$ 2,000)          | (\$ 2,000)          |
| Youth and Community Dev.              | 3                       | (\$ 6,000)          | (\$ 3,000)            | (\$ 3,000)          | (\$ 3,000)          | (\$ 3,000)          |
| Health and Mental Hygiene             | 4                       | (\$ 17,304)         | (\$ 2,191)            | (\$ 2,691)          | (\$ 2,691)          | (\$ 2,691)          |
| <b>Other Agencies</b>                 |                         |                     |                       |                     |                     |                     |
| Housing Preservation and Dev.         | 1                       | (\$ 71)             | (\$ 71)               | (\$ 71)             | (\$ 71)             | (\$ 71)             |
| Transportation                        | 8                       | (\$ 5,713)          | (\$ 2,658)            | (\$ 885)            | (\$ 818)            | (\$ 815)            |
| Parks and Recreation                  | 5                       | (\$ 14,126)         | (\$ 5,000)            | -                   | -                   | -                   |
| Citywide Administrative Services      | 14                      | (\$ 5,681)          | (\$ 7,408)            | -                   | -                   | -                   |
| All Other Agencies                    | 64                      | (\$ 43,600)         | (\$ 20,177)           | (\$ 3,376)          | (\$ 3,076)          | (\$ 3,076)          |
| <b>Education</b>                      |                         |                     |                       |                     |                     |                     |
| Education                             | 12                      | (\$ 28,800)         | (\$ 171,750)          | (\$ 171,750)        | (\$ 171,750)        | (\$ 171,750)        |
| City University                       | 3                       | (\$ 3,000)          | (\$ 6,000)            | (\$ 6,000)          | (\$ 6,000)          | (\$ 6,000)          |
| <b>Other</b>                          |                         |                     |                       |                     |                     |                     |
| Citywide Savings Initiatives          | 3                       | (\$ 1,654)          | (\$ 1,906)            | (\$ 1,254)          | (\$ 1,305)          | (\$ 1,305)          |
| Miscellaneous                         | 5                       | (\$ 58,315)         | (\$ 69,543)           | (\$ 20,295)         | (\$ 21,163)         | (\$ 22,072)         |
| Debt Service                          | 18                      | (\$ 238,404)        | (\$ 48,304)           | (\$ 35,339)         | (\$ 31,578)         | (\$ 69,328)         |
| Procurement Savings                   | 1                       | -                   | (\$ 55,519)           | (\$ 55,519)         | (\$ 55,519)         | (\$ 55,519)         |
| <b>TOTAL CITYWIDE SAVINGS PROGRAM</b> | <b>164</b>              | <b>(\$ 680,252)</b> | <b>(\$ 508,056)</b>   | <b>(\$ 379,628)</b> | <b>(\$ 376,420)</b> | <b>(\$ 415,075)</b> |
|                                       |                         |                     | <b>(\$ 1,188,308)</b> |                     |                     |                     |

**Table 3**  
**November 2019 + January 2020 Financial Plans: Summary By Category**  
*\$ in 000's*

| <u>Category</u>           | <u># of Initiatives</u> | <u>FY 2020</u>      | <u>FY 2021</u>      | <u>FY 2022</u>      | <u>FY 2023</u>      | <u>FY 2024</u>      | <u>FY 2020 + FY 2021</u> |
|---------------------------|-------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------------------|
| Efficiency                | 34                      | (\$ 67,065)         | (\$ 198,517)        | (\$ 187,951)        | (\$ 188,503)        | (\$ 189,409)        | (\$ 265,582)             |
| Underspending             | 79                      | (\$ 115,118)        | (\$ 228,852)        | (\$ 144,968)        | (\$ 144,968)        | (\$ 144,968)        | (\$ 343,970)             |
| Reimbursement Re-estimate | 33                      | (\$ 259,665)        | (\$ 32,383)         | (\$ 11,371)         | (\$ 11,371)         | (\$ 11,371)         | (\$ 292,048)             |
| Debt Service              | 18                      | (\$ 238,404)        | (\$ 48,304)         | (\$ 35,339)         | (\$ 31,578)         | (\$ 69,328)         | (\$ 286,708)             |
| <b>TOTAL SAVINGS</b>      | <b>164</b>              | <b>(\$ 680,252)</b> | <b>(\$ 508,056)</b> | <b>(\$ 379,628)</b> | <b>(\$ 376,420)</b> | <b>(\$ 415,075)</b> | <b>(\$ 1,188,308)</b>    |
| <b>% Efficiencies</b>     |                         | <b>10%</b>          | <b>39%</b>          | <b>50%</b>          | <b>50%</b>          | <b>46%</b>          | <b>22%</b>               |



## **II.**

# **Savings Initiatives by Agency**

## November 2019 + January 2020 Initiatives

*Initiatives with gray shading are efficiencies. \$ in 000's.*

| Police Department  | City Personnel<br>as of 6/30/21 | FY20            | FY21            | FY22 | FY23 | FY24 |
|--|---------------------------------|-----------------|-----------------|------|------|------|
| <b>November 2019 Plan</b>  |                                 |                 |                 |      |      |      |
| <b><u>Additional Reimbursement for Protection of Foreign Missions and Officials (United Nation General Assembly)</u></b><br>Federal reimbursement of costs related to protection of the UN, dignitaries, and consulates. |                                 | -               | (6,000)         | -    | -    | -    |
| <b><u>PS Savings</u></b><br>Personal Services savings.   |                                 | -               | (4,000)         | -    | -    | -    |
| <b>January 2020 Plan</b>   |                                 |                 |                 |      |      |      |
| <b><u>Additional Reimbursement for Protection of Foreign Missions and Officials (United Nation General Assembly)</u></b><br>Unanticipated prior year payment for NYPD protective services for the United Nations.        |                                 | (10,800)        | -               | -    | -    | -    |
| <b><u>Parking Summons Issuance</u></b><br>Increased parking summons revenue based on NYPD Traffic Enforcement Agent year-to-date issuance.   |                                 | (25,000)        | -               | -    | -    | -    |
| <b>Agency Total</b>  |                                 | <b>(35,800)</b> | <b>(10,000)</b> | -    | -    | -    |

| Fire Department  | City Personnel<br>as of 6/30/21 | FY20            | FY21           | FY22           | FY23           | FY24           |
|--|---------------------------------|-----------------|----------------|----------------|----------------|----------------|
| <b>November 2019 Plan</b>  |                                 |                 |                |                |                |                |
| <b><u>EMS Reimbursement Rate Increase</u></b><br>The Department will raise EMS reimbursement rates to help offset costs.                                 |                                 | (624)           | (3,744)        | -              | -              | -              |
| <b><u>Fire Prevention Revenue</u></b><br>Additional revenue from an increase in collections of inspection fees.  |                                 | (1,336)         | (1,336)        | -              | -              | -              |
| <b><u>Fringe Savings</u></b><br>Use federal grant funds received by the Fire Department associated with fringe costs to offset City fringe expenditures. |                                 | (1,642)         | -              | -              | -              | -              |
| <b>January 2020 Plan</b>   |                                 |                 |                |                |                |                |
| <b><u>Fringe Savings</u></b><br>Use federal grant funds received by the Fire Department associated with fringe costs to offset City fringe expenditures. |                                 | (8,000)         | (3,000)        | (3,000)        | (3,000)        | (3,000)        |
| <b>Agency Total</b>  |                                 | <b>(11,602)</b> | <b>(8,080)</b> | <b>(3,000)</b> | <b>(3,000)</b> | <b>(3,000)</b> |

## November 2019 + January 2020 Initiatives

*Initiatives with gray shading are efficiencies. \$ in 000's.*

| Department of Correction                                     | City Personnel<br>as of 6/30/21 | FY20            | FY21            | FY22            | FY23            | FY24            |
|--|---------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| <b>November 2019 Plan</b>                                    |                                 |                 |                 |                 |                 |                 |
| <b>Closure of BKDC &amp; EMTC</b>                            | (840) U                         | (22,000)        | (69,800)        | (69,800)        | (69,800)        | (69,800)        |
| Closure of BKDC and EMTC jails.                              |                                 |                 |                 |                 |                 |                 |
| <b>January 2020 Plan</b>                                     |                                 |                 |                 |                 |                 |                 |
| <b>PS Savings</b>  |                                 | (10,000)        | (10,000)        | -               | -               | -               |
| Savings achieved through delays in filling vacant positions. |                                 |                 |                 |                 |                 |                 |
| <b>Agency Total</b>  | <b>(840) U</b>                  | <b>(32,000)</b> | <b>(79,800)</b> | <b>(69,800)</b> | <b>(69,800)</b> | <b>(69,800)</b> |

| Department of Sanitation  | City Personnel<br>as of 6/30/21 | FY20            | FY21     | FY22     | FY23     | FY24     |
|---|---------------------------------|-----------------|----------|----------|----------|----------|
| <b>November 2019 Plan</b>   |                                 |                 |          |          |          |          |
| <b>Fresh Kills Landfill Closure</b>   |                                 | (2,068)         | -        | -        | -        | -        |
| Closure costs at Fresh Kills Landfill are projected to be lower than previously budgeted. |                                 |                 |          |          |          |          |
| <b>Organics Processing</b>  |                                 | (2,908)         | -        | -        | -        | -        |
| Spending on organics processing is projected to be lower than budgeted.                   |                                 |                 |          |          |          |          |
| <b>January 2020 Plan</b>  |                                 |                 |          |          |          |          |
| <b>Prior Year Revenue</b>   |                                 | (31,939)        | -        | -        | -        | -        |
| Recognition of prior year revenue.  |                                 |                 |          |          |          |          |
| <b>Agency Total</b>   |                                 | <b>(36,915)</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> |

| Administration for Children's Services   | City Personnel<br>as of 6/30/21 | FY20            | FY21            | FY22           | FY23           | FY24           |
|--|---------------------------------|-----------------|-----------------|----------------|----------------|----------------|
| <b>November 2019 Plan</b>  |                                 |                 |                 |                |                |                |
| <b>Fringe Reimbursement</b>  |                                 | (10,000)        | (10,000)        | -              | -              | -              |
| Federally negotiated fringe reimbursement rate will result in additional revenues. |                                 |                 |                 |                |                |                |
| <b>January 2020 Plan</b>   |                                 |                 |                 |                |                |                |
| <b>Overtime Reduction</b>  |                                 | (768)           | (2,650)         | (2,650)        | (2,650)        | (2,650)        |
| Reduction of projected overtime.   |                                 |                 |                 |                |                |                |
| <b>Prior Year Revenue</b>  |                                 | (20,000)        | -               | -              | -              | -              |
| Recognition of prior year revenue.   |                                 |                 |                 |                |                |                |
| <b>Agency Total</b>  |                                 | <b>(30,768)</b> | <b>(12,650)</b> | <b>(2,650)</b> | <b>(2,650)</b> | <b>(2,650)</b> |

## November 2019 + January 2020 Initiatives

*Initiatives with gray shading are efficiencies. \$ in 000's.*

| Department of Social Services  | City Personnel<br>as of 6/30/21 | FY20             | FY21           | FY22           | FY23           | FY24           |
|--|---------------------------------|------------------|----------------|----------------|----------------|----------------|
| <b>November 2019 Plan</b>  |                                 |                  |                |                |                |                |
| <b>Information Technology Services Insourcing</b><br>Information Technology Services contract reduction.                   | 100 C                           | (2,471)          | (5,127)        | (5,127)        | (5,127)        | (5,127)        |
| <b>Information Technology Services Insourcing</b><br>Information Technology Services insourcing.                           |                                 | 1,471            | 3,127          | 3,127          | 3,127          | 3,127          |
| <b>Fringe Benefits Reimbursement</b><br>Federally negotiated fringe reimbursement rate will result in additional revenues. |                                 | (7,000)          | -              | -              | -              | -              |
| <b>January 2020 Plan</b>   |                                 |                  |                |                |                |                |
| <b>Medicaid Reimbursement</b><br>Prior year Medicaid reimbursement.  |                                 | (100,000)        | -              | -              | -              | -              |
| <b>Agency Total</b>  | <b>100 C</b>                    | <b>(108,000)</b> | <b>(2,000)</b> | <b>(2,000)</b> | <b>(2,000)</b> | <b>(2,000)</b> |

| Department for the Aging  | City Personnel<br>as of 6/30/21 | FY20           | FY21           | FY22           | FY23           | FY24           |
|---|---------------------------------|----------------|----------------|----------------|----------------|----------------|
| <b>November 2019 Plan</b>                                       |                                 |                |                |                |                |                |
| <b>One-Time Revenue</b><br>Additional one-time federal revenue. |                                 | (500)          | -              | -              | -              | -              |
| <b>January 2020 Plan</b>  |                                 |                |                |                |                |                |
| <b>Agency Accruals</b><br>Agency-wide underspending.            |                                 | -              | (2,000)        | (2,000)        | (2,000)        | (2,000)        |
| <b>Prior Year Revenue</b><br>Recognition of prior year revenue. |                                 | (2,000)        | -              | -              | -              | -              |
| <b>Agency Total</b>   |                                 | <b>(2,500)</b> | <b>(2,000)</b> | <b>(2,000)</b> | <b>(2,000)</b> | <b>(2,000)</b> |

## November 2019 + January 2020 Initiatives

*Initiatives with gray shading are efficiencies. \$ in 000's.*

| Department of Youth and Community Development                       | City Personnel<br>as of 6/30/21 | FY20           | FY21           | FY22           | FY23           | FY24           |
|---|---------------------------------|----------------|----------------|----------------|----------------|----------------|
| <b>November 2019 Plan</b>   |                                 |                |                |                |                |                |
| <b><u>Agency Accruals</u></b>                                       |                                 | (1,000)        | -              | -              | -              | -              |
| Savings from agency-wide contract accruals.                         |                                 |                |                |                |                |                |
| <b>January 2020 Plan</b>  |                                 |                |                |                |                |                |
| <b><u>Agency-wide underspending</u></b>                             |                                 | (5,000)        | (1,000)        | (1,000)        | (1,000)        | (1,000)        |
| Agency-wide underspending.  |                                 |                |                |                |                |                |
| <b><u>Swap unallocated SONYC intra-city funds for SONYC CTL</u></b> |                                 | -              | (2,000)        | (2,000)        | (2,000)        | (2,000)        |
| Swap unallocated SONYC intra-city funds for SONYC CTL.              |                                 |                |                |                |                |                |
| <b>Agency Total</b>   |                                 | <b>(6,000)</b> | <b>(3,000)</b> | <b>(3,000)</b> | <b>(3,000)</b> | <b>(3,000)</b> |

| Department of Health and Mental Hygiene   | City Personnel<br>as of 6/30/21 | FY20            | FY21           | FY22           | FY23           | FY24           |
|---|---------------------------------|-----------------|----------------|----------------|----------------|----------------|
| <b>November 2019 Plan</b>   |                                 |                 |                |                |                |                |
| <b><u>Prior Year Revenue</u></b>  |                                 | (5,000)         | -              | -              | -              | -              |
| Recognition of prior year revenue.  |                                 |                 |                |                |                |                |
| <b>January 2020 Plan</b>  |                                 |                 |                |                |                |                |
| <b><u>Division Consolidation</u></b>  | (9) C                           | (604)           | (691)          | (691)          | (691)          | (691)          |
| Savings as a result of the merger of the divisions of Center for Health Equity and Prevention and Primary Care. |                                 |                 |                |                |                |                |
| <b><u>Revenue Billing</u></b>   |                                 | -               | (1,500)        | (2,000)        | (2,000)        | (2,000)        |
| DOHMH will collect revenue by improving Medicaid billing in their clinical services.                            |                                 |                 |                |                |                |                |
| <b><u>Prior Year Revenue</u></b>  |                                 | (11,700)        | -              | -              | -              | -              |
| Recognition of prior year revenue.  |                                 |                 |                |                |                |                |
| <b>Agency Total</b>   | <b>(9) C</b>                    | <b>(17,304)</b> | <b>(2,191)</b> | <b>(2,691)</b> | <b>(2,691)</b> | <b>(2,691)</b> |

## November 2019 + January 2020 Initiatives

*Initiatives with gray shading are efficiencies. \$ in 000's.*

| Housing Preservation and Development   | City Personnel<br>as of 6/30/21 | FY20        | FY21        | FY22        | FY23        | FY24        |
|--|---------------------------------|-------------|-------------|-------------|-------------|-------------|
| <b>November 2019 Plan</b>  |                                 |             |             |             |             |             |
| <b><u>AIRS Fee Revenue</u></b>   |                                 | (71)        | (71)        | (71)        | (71)        | (71)        |
| Revenue from the newly created Affordable Independent Residences for Seniors developer fee schedule. |                                 |             |             |             |             |             |
| <b>Agency Total</b>  |                                 | <b>(71)</b> | <b>(71)</b> | <b>(71)</b> | <b>(71)</b> | <b>(71)</b> |

| Department of Transportation  | City Personnel<br>as of 6/30/21 | FY20           | FY21           | FY22         | FY23         | FY24         |
|---|---------------------------------|----------------|----------------|--------------|--------------|--------------|
| <b>November 2019 Plan</b>   |                                 |                |                |              |              |              |
| <b><u>Janitorial Contract Insourcing</u></b>  | 22 C                            | -              | (792)          | (725)        | (658)        | (655)        |
| Replace contractual janitorial services with in-house staff.  |                                 |                |                |              |              |              |
| <b><u>Bikeshare Revenue</u></b>   |                                 | (263)          | -              | -            | -            | -            |
| Additional bike station occupancy fee and ridership revenue from the Bikeshare program.                 |                                 |                |                |              |              |              |
| <b><u>Hiring Delays</u></b>   |                                 | (475)          | -              | -            | -            | -            |
| DOT will realize salary savings due to hiring delays.   |                                 |                |                |              |              |              |
| <b>January 2020 Plan</b>  |                                 |                |                |              |              |              |
| <b><u>Reorganize Customer Service and Language Access Group</u></b>                                     | (2) C                           | (116)          | (160)          | (160)        | (160)        | (160)        |
| Savings from structural reorganization that consolidates services and eliminates overlapping functions. |                                 |                |                |              |              |              |
| <b><u>Bikeshare Occupancy Fee</u></b>   |                                 | (113)          | -              | -            | -            | -            |
| Additional bike station occupancy fee revenue from the Bikeshare program.                               |                                 |                |                |              |              |              |
| <b><u>Federal Funding for the Traffic Management Center</u></b>   |                                 | (3,745)        | (745)          | -            | -            | -            |
| Additional Federal funds will support Traffic Management Center operations.                             |                                 |                |                |              |              |              |
| <b><u>Fleet Hiring Delay</u></b>  | (3) C                           | (191)          | (111)          | -            | -            | -            |
| Hiring delay due to pending facility renovations.   |                                 |                |                |              |              |              |
| <b><u>Markings Contract Capacity Reduction</u></b>  |                                 | (810)          | (850)          | -            | -            | -            |
| Anticipated underspending in the markings budget.   |                                 |                |                |              |              |              |
| <b>Agency Total</b>   | <b>17 C</b>                     | <b>(5,713)</b> | <b>(2,658)</b> | <b>(885)</b> | <b>(818)</b> | <b>(815)</b> |

## November 2019 + January 2020 Initiatives

*Initiatives with gray shading are efficiencies. \$ in 000's.*

| Department of Parks and Recreation  | City Personnel<br>as of 6/30/21 | FY20            | FY21           | FY22 | FY23 | FY24 |
|---|---------------------------------|-----------------|----------------|------|------|------|
| <b>November 2019 Plan</b>   |                                 |                 |                |      |      |      |
| <b><u>Fair Play Expense to Capital Reallocation</u></b>                               |                                 | (3,826)         | -              | -    | -    | -    |
| Reallocation of funding in the Fair Play Program from expense to capital.             |                                 |                 |                |      |      |      |
| <b><u>Trees &amp; Sidewalks Expense to Capital Reallocation</u></b>                   |                                 | -               | (5,000)        | -    | -    | -    |
| Reallocation of funding in the Trees and Sidewalks program from expense to capital.   |                                 |                 |                |      |      |      |
| <b><u>Seasonal Accrual Savings</u></b>  |                                 | (3,300)         | -              | -    | -    | -    |
| Savings associated with delays in hiring and general vacancies in seasonal headcount. |                                 |                 |                |      |      |      |
| <b>January 2020 Plan</b>  |                                 |                 |                |      |      |      |
| <b><u>OTPS Accrual Savings</u></b>  |                                 | (6,000)         | -              | -    | -    | -    |
| Savings due to projected underspending on OTPS items.                                 |                                 |                 |                |      |      |      |
| <b><u>PS Savings</u></b>  |                                 | (1,000)         | -              | -    | -    | -    |
| Savings achieved through delays in filling vacant seasonal positions.                 |                                 |                 |                |      |      |      |
| <b>Agency Total</b>   |                                 | <b>(14,126)</b> | <b>(5,000)</b> | -    | -    | -    |

| Department of Citywide Administrative Services  | City Personnel<br>as of 6/30/21 | FY20    | FY21    | FY22 | FY23 | FY24 |
|---|---------------------------------|---------|---------|------|------|------|
| <b>November 2019 Plan</b>   |                                 |         |         |      |      |      |
| <b><u>Incentive Payments for Energy Conservation Measures</u></b>   |                                 | (1,160) | (1,116) | -    | -    | -    |
| DCAS will receive incentive payments from NYSERDA for implementing energy conservation measures in existing facilities. |                                 |         |         |      |      |      |
| <b><u>Savings from Energy Billing Audits</u></b>  |                                 | (1,500) | (1,500) | -    | -    | -    |
| The agency will receive billing credits from utility companies in both FY 2020 and FY 2021.                             |                                 |         |         |      |      |      |
| <b><u>Training and Maintenance</u></b>  |                                 | (195)   | (195)   | -    | -    | -    |
| Savings achieved by using staff to provide in-house trainings and eliminating server maintenance redundancy.            |                                 |         |         |      |      |      |
| <b><u>Agency Energy Personnel Program</u></b>   |                                 | (451)   | (610)   | -    | -    | -    |
| Re-estimate due to vacancies.   |                                 |         |         |      |      |      |
| <b><u>PS Savings</u></b>  |                                 | (93)    | -       | -    | -    | -    |
| Savings tied to vacant positions at the Board of Standards and Appeals.   |                                 |         |         |      |      |      |

## November 2019 + January 2020 Initiatives

*Initiatives with gray shading are efficiencies. \$ in 000's.*

| Department of Citywide Administrative Services (continued)   | City Personnel<br>as of 6/30/21 | FY20           | FY21           | FY22 | FY23 | FY24 |
|--|---------------------------------|----------------|----------------|------|------|------|
| <b>January 2020 Plan</b>   |                                 |                |                |      |      |      |
| <b><u>Demand Response Rebate</u></b>   |                                 | (150)          | -              | -    | -    | -    |
| Receipt of revenue for reducing energy usage during periods of peak usage.   |                                 |                |                |      |      |      |
| <b><u>Incentive Payments for Energy Conservation Measures</u></b>  |                                 | -              | (440)          | -    | -    | -    |
| Incentive payments received for implementing energy conservation measures in existing facilities.                                      |                                 |                |                |      |      |      |
| <b><u>Warehouse Management System</u></b>  |                                 | (35)           | (4)            | -    | -    | -    |
| Savings tied to Warehouse Management System efficiencies.  |                                 |                |                |      |      |      |
| <b><u>Additional Auto Auction Proceeds</u></b>   |                                 | (873)          | (873)          | -    | -    | -    |
| Additional revenue from auctioning off relinquished City-owned vehicles.   |                                 |                |                |      |      |      |
| <b><u>Expense to Capital Swap</u></b>  |                                 | (545)          | -              | -    | -    | -    |
| Projects to increase efficiency in existing building equipment and systems will now be covered by capital funds.                       |                                 |                |                |      |      |      |
| <b><u>ITCS Savings</u></b>   |                                 | (71)           | -              | -    | -    | -    |
| Savings due to delays in hiring consultants.   |                                 |                |                |      |      |      |
| <b><u>Operations &amp; Maintenance</u></b>   |                                 | (500)          | -              | -    | -    | -    |
| Savings due to delays in implementing upgrades to the Department of Parks and Recreation's computerized maintenance management system. |                                 |                |                |      |      |      |
| <b><u>Project Pre-Scoping</u></b>  |                                 | -              | (2,670)        | -    | -    | -    |
| Funding adjustment tied to change in timeline in project pre-scoping implementation.   |                                 |                |                |      |      |      |
| <b><u>PS Savings</u></b>   |                                 | (108)          | -              | -    | -    | -    |
| The Board of the Standards and Appeals will achieve savings through delays in filling vacant positions.                                |                                 |                |                |      |      |      |
| <b>Agency Total</b>  |                                 | <b>(5,681)</b> | <b>(7,408)</b> | -    | -    | -    |



## November 2019 + January 2020 Initiatives

*Initiatives with gray shading are efficiencies. \$ in 000's.*

| Department of Education  | City Personnel<br>as of 6/30/21 | FY20            | FY21             | FY22             | FY23             | FY24             |
|--|---------------------------------|-----------------|------------------|------------------|------------------|------------------|
| <b>November 2019 Plan</b>  |                                 |                 |                  |                  |                  |                  |
| <b><u>ATR Severance Program</u></b>  |                                 | (10,900)        | (30,000)         | (30,000)         | (30,000)         | (30,000)         |
| Savings attributed to a severance package program offered to employees currently in the ATR pool.                |                                 |                 |                  |                  |                  |                  |
| <b><u>Food Contract Efficiencies</u></b>   |                                 | -               | (4,000)          | (4,000)          | (4,000)          | (4,000)          |
| Savings will be achieved from lower costs associated with a food contract.                                       |                                 |                 |                  |                  |                  |                  |
| <b><u>Strengthen Procurement Controls</u></b>  |                                 | (10,000)        | (10,000)         | (10,000)         | (10,000)         | (10,000)         |
| Savings associated with further centralizing procurement practices.  |                                 |                 |                  |                  |                  |                  |
| <b><u>Elimination of Hold Harmless Allocation</u></b>  |                                 | -               | (8,400)          | (8,400)          | (8,400)          | (8,400)          |
| Re-estimate of supplemental special education support based on current school allocations.                       |                                 |                 |                  |                  |                  |                  |
| <b><u>Professional Development Reduction</u></b>   |                                 | -               | (14,600)         | (14,600)         | (14,600)         | (14,600)         |
| Reduces professional development budgets across DOE.   |                                 |                 |                  |                  |                  |                  |
| <b><u>Programmatic Underspending</u></b>   |                                 | -               | (12,500)         | (12,500)         | (12,500)         | (12,500)         |
| Savings from a re-estimate of annual program expenses.   |                                 |                 |                  |                  |                  |                  |
| <b>January 2020 Plan</b>   |                                 |                 |                  |                  |                  |                  |
| <b><u>Staffing Efficiencies</u></b>  |                                 | -               | (39,000)         | (39,000)         | (39,000)         | (39,000)         |
| Savings from reducing the ATR pool by permanently placing teachers in schools and future anticipated PS savings. |                                 |                 |                  |                  |                  |                  |
| <b><u>Transportation Aid</u></b>   |                                 | (500)           | (500)            | (500)            | (500)            | (500)            |
| State transportation aid for eligible expenses related to labor.   |                                 |                 |                  |                  |                  |                  |
| <b><u>PRAC Administration</u></b>  |                                 | (3,000)         | (3,000)          | (3,000)          | (3,000)          | (3,000)          |
| DOE hired staff to conduct more Pre-K evaluations and IEP assessments, resulting in additional State revenue.    |                                 |                 |                  |                  |                  |                  |
| <b><u>Professional Development Reduction</u></b>   |                                 | -               | (31,000)         | (31,000)         | (31,000)         | (31,000)         |
| Reduction of professional development budgets across the Department.   |                                 |                 |                  |                  |                  |                  |
| <b><u>Programmatic Underspending</u></b>   |                                 | (1,300)         | (15,650)         | (15,650)         | (15,650)         | (15,650)         |
| Savings from a re-estimate of annual program expenses including school food and adult education.                 |                                 |                 |                  |                  |                  |                  |
| <b><u>UPK Grant</u></b>  |                                 | (3,100)         | (3,100)          | (3,100)          | (3,100)          | (3,100)          |
| Recognition of State competitive grant funds that support seats for 3-K and Pre-K across the City.               |                                 |                 |                  |                  |                  |                  |
| <b>Agency Total</b>  |                                 | <b>(28,800)</b> | <b>(171,750)</b> | <b>(171,750)</b> | <b>(171,750)</b> | <b>(171,750)</b> |

## November 2019 + January 2020 Initiatives

*Initiatives with gray shading are efficiencies. \$ in 000's.*

| City University  | City Personnel<br>as of 6/30/21 | FY20           | FY21           | FY22           | FY23           | FY24           |
|--|---------------------------------|----------------|----------------|----------------|----------------|----------------|
| <b>January 2020 Plan</b>   |                                 |                |                |                |                |                |
| <b><u>Modernization of IT Systems</u></b>  |                                 | -              | (2,500)        | (2,500)        | (2,500)        | (2,500)        |
| Efficiencies achieved through the implementation of new software for course scheduling, financial operations, and help desk services, as well as upgrading network connectivity. |                                 |                |                |                |                |                |
| <b><u>Procurement Efficiencies</u></b>   |                                 | (2,000)        | (2,000)        | (2,000)        | (2,000)        | (2,000)        |
| Savings associated with centralizing procurement practices.  |                                 |                |                |                |                |                |
| <b><u>PS Savings</u></b>   |                                 | (1,000)        | (1,500)        | (1,500)        | (1,500)        | (1,500)        |
| Savings achieved through delays in filling vacant positions.   |                                 |                |                |                |                |                |
| <b>Agency Total</b>  |                                 | <b>(3,000)</b> | <b>(6,000)</b> | <b>(6,000)</b> | <b>(6,000)</b> | <b>(6,000)</b> |

| Citywide Savings Initiatives   | City Personnel<br>as of 6/30/21 | FY20           | FY21           | FY22           | FY23           | FY24           |
|--|---------------------------------|----------------|----------------|----------------|----------------|----------------|
| <b>November 2019 Plan</b>  |                                 |                |                |                |                |                |
| <b><u>Agency Phone Plan Review II</u></b>  |                                 | (848)          | (1,100)        | (1,254)        | (1,305)        | (1,305)        |
| DoITT will review phone plans to ensure competitiveness, improve billing, and upgrade technology.        |                                 |                |                |                |                |                |
| <b><u>Contract Auditing</u></b>  |                                 | -              | -              | -              | -              | -              |
| DCAS will review vendor charges for Citywide contracts and recoup overpayments.                          |                                 |                |                |                |                |                |
| <b>January 2020 Plan</b>   |                                 |                |                |                |                |                |
| <b><u>Fleet Size Reduction Salvage Revenue</u></b>   |                                 | (806)          | (806)          | -              | -              | -              |
| Additional salvage revenue associated with the Fleet Size reduction announced in Executive Order No. 41. |                                 |                |                |                |                |                |
| <b>Citywide Total</b>  |                                 | <b>(1,654)</b> | <b>(1,906)</b> | <b>(1,254)</b> | <b>(1,305)</b> | <b>(1,305)</b> |

## November 2019 + January 2020 Initiatives

*Initiatives with gray shading are efficiencies. \$ in 000's.*

| Miscellaneous  | City Personnel<br>as of 6/30/21 | FY20            | FY21            | FY22            | FY23            | FY24            |
|--|---------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| <b>November 2019 Plan</b>  |                                 |                 |                 |                 |                 |                 |
| <b><u>Fringe Savings for DOC</u></b>   |                                 | (6,709)         | (19,398)        | (20,295)        | (21,163)        | (22,072)        |
| Fringe Savings associated with closure of BKDC and EMTC.   |                                 |                 |                 |                 |                 |                 |
| <b><u>Fringe Benefit-Agency Savings</u></b>  |                                 | (910)           | -               | -               | -               | -               |
| Fringe Benefit-Agency Savings.   |                                 |                 |                 |                 |                 |                 |
| <b>January 2020 Plan</b>   |                                 |                 |                 |                 |                 |                 |
| <b><u>Fringe Benefit-Agency Savings</u></b>  |                                 | (195)           | (145)           | -               | -               | -               |
| Fringe benefit savings for Health, FICA, and Supplemental Welfare Benefit related Agency PS Savings. |                                 |                 |                 |                 |                 |                 |
| <b><u>Fringe Realignment</u></b>   |                                 | (500)           | -               | -               | -               | -               |
| Realigning OCME's grant fringe revenue budget.   |                                 |                 |                 |                 |                 |                 |
| <b><u>Retiree Health Re-Estimate</u></b>   |                                 | (50,000)        | (50,000)        | -               | -               | -               |
| Reduction to health insurance expenses to reflect lower than expected retiree counts.                |                                 |                 |                 |                 |                 |                 |
| <b>Agency Total</b>  |                                 | <b>(58,315)</b> | <b>(69,543)</b> | <b>(20,295)</b> | <b>(21,163)</b> | <b>(22,072)</b> |

| Debt Service                             | City Personnel<br>as of 6/30/21 | FY20     | FY21      | FY22      | FY23      | FY24      |
|--|---------------------------------|----------|-----------|-----------|-----------|-----------|
| <b>November 2019 Plan</b>                |                                 |          |           |           |           |           |
| <b><u>GO Baseline Reconciliation</u></b> |                                 | 3,247    | 2,629     | 2,130     | 2,130     | 2,130     |
| GO baseline reconciliation.              |                                 |          |           |           |           |           |
| <b><u>GO Interest Earnings</u></b>       |                                 | (300)    | 175       | 50        | (100)     | (525)     |
| GO interest earnings.                    |                                 |          |           |           |           |           |
| <b><u>GO LOC/Remarketing</u></b>         |                                 | -        | -         | (197)     | (403)     | (4,553)   |
| GO LOC/Remarketing.                      |                                 |          |           |           |           |           |
| <b><u>GO New Money Debt Service</u></b>  |                                 | 41,275   | 90,635    | 146,843   | 147,222   | 154,486   |
| GO new money debt service.               |                                 |          |           |           |           |           |
| <b><u>GO Projected Debt Service</u></b>  |                                 | (68,204) | (137,420) | (171,409) | (160,931) | (143,565) |
| GO projected debt service.               |                                 |          |           |           |           |           |

## November 2019 + January 2020 Initiatives

*Initiatives with gray shading are efficiencies. \$ in 000's.*

| <b>Debt Service (continued)</b>            | <b>City Personnel<br/>as of 6/30/21</b> | <b>FY20</b>      | <b>FY21</b>     | <b>FY22</b>     | <b>FY23</b>     | <b>FY24</b>     |
|--|---|------------------|-----------------|-----------------|-----------------|-----------------|
| <b><u>GO Reoffering Impact</u></b>         |   | 7,389            | 15,447          | 13,244          | 13,966          | 13,766          |
| GO reoffering impact.                      |   |                  |                 |                 |                 |                 |
| <b><u>GO Swap Payments</u></b>             |   | 866              | -               | -               | -               | -               |
| GO swap payments.                          |   |                  |                 |                 |                 |                 |
| <b><u>GO Swap Receipts</u></b>             |   | 3,514            | -               | -               | -               | -               |
| GO swap receipts.                          |   |                  |                 |                 |                 |                 |
| <b><u>GO Variable Rate Interest</u></b>    |   | (59,572)         | (18,061)        | (15,936)        | (14,496)        | (14,277)        |
| GO variable rate interest.                 |   |                  |                 |                 |                 |                 |
| <b><u>NYT Proceeds Offset to GO</u></b>    |   | (557)            | -               | -               | -               | -               |
| NYT proceeds offset to GO.                 |   |                  |                 |                 |                 |                 |
| <b><u>Principal and Interest Shift</u></b> |   | -                | -               | -               | -               | -               |
| Principal and Interest Shift.              |   |                  |                 |                 |                 |                 |
| <b><u>TFA Retention</u></b>                |   | (36,906)         | 10,623          | 4,986           | 16,911          | (8,952)         |
| TFA retention.                             |   |                  |                 |                 |                 |                 |
| <b>January 2020 Plan</b>                   |   |                  |                 |                 |                 |                 |
| <b><u>GO Debt Service Projection</u></b>   |   | -                | 14,450          | 20,831          | 8,814           | (13,722)        |
| GO debt service projection.                |   |                  |                 |                 |                 |                 |
| <b><u>GO Earnings on Proceeds</u></b>      |   | (625)            | -               | 325             | 825             | 650             |
| GO interest earnings on proceeds.          |   |                  |                 |                 |                 |                 |
| <b><u>GO Liquidity Support Costs</u></b>   |   | (18,933)         | -               | -               | -               | -               |
| GO liquidity support costs.                |   |                  |                 |                 |                 |                 |
| <b><u>GO Swap Receipts</u></b>             |   | 3,897            | -               | -               | -               | -               |
| GO swap receipts.                          |   |                  |                 |                 |                 |                 |
| <b><u>GO Variable Rate Savings</u></b>     |   | (46,040)         | -               | -               | -               | -               |
| GO variable rate savings.                  |   |                  |                 |                 |                 |                 |
| <b><u>TFA Retention</u></b>                |   | (67,456)         | (26,783)        | (36,206)        | (45,515)        | (54,767)        |
| TFA retention.                             |   |                  |                 |                 |                 |                 |
| <b>Agency Total</b>                        |   | <b>(238,404)</b> | <b>(48,304)</b> | <b>(35,339)</b> | <b>(31,578)</b> | <b>(69,328)</b> |

## November 2019 + January 2020 Initiatives

*Initiatives with gray shading are efficiencies. \$ in 000's.*

| Procurement Savings   | City Personnel<br>as of 6/30/21 | FY20 | FY21            | FY22            | FY23            | FY24            |
|---|---------------------------------|------|-----------------|-----------------|-----------------|-----------------|
| <b>January 2020 Plan</b>  |                                 |      |                 |                 |                 |                 |
| <b>Procurement Savings</b>  |                                 | -    | (55,519)        | (55,519)        | (55,519)        | (55,519)        |
| Agencies will procure goods and services with greater efficiency through improved management and will reduce the City's OTPS costs. |                                 |      |                 |                 |                 |                 |
| <b>Agency Total</b>   |                                 | -    | <b>(55,519)</b> | <b>(55,519)</b> | <b>(55,519)</b> | <b>(55,519)</b> |

| Mayoralty  | City Personnel<br>as of 6/30/21 | FY20           | FY21         | FY22         | FY23         | FY24         |
|--|---------------------------------|----------------|--------------|--------------|--------------|--------------|
| <b>November 2019 Plan</b>  |                                 |                |              |              |              |              |
| <b>OLR - OTPS Savings</b>  |                                 | -              | (107)        | (107)        | (107)        | (107)        |
| Savings achieved through computerization of agency processes.          |                                 |                |              |              |              |              |
| <b>Mayor's Office - Savings</b>  |                                 | (500)          | -            | -            | -            | -            |
| Savings generated by PS accruals.                                      |                                 |                |              |              |              |              |
| <b>MOCS - PS Savings</b>   |                                 | (398)          | -            | -            | -            | -            |
| Savings achieved from vacancies.                                       |                                 |                |              |              |              |              |
| <b>OLR - WorkWell Savings</b>  |                                 | (239)          | -            | -            | -            | -            |
| Savings achieved through delays in procurement.                        |                                 |                |              |              |              |              |
| <b>OMB - OTPS Savings</b>  |                                 | (90)           | (90)         | -            | -            | -            |
| Savings from re-calculated Telecom and Technology Services needs.      |                                 |                |              |              |              |              |
| <b>January 2020 Plan</b>   |                                 |                |              |              |              |              |
| <b>Mayor's Office - PS Savings</b>                                     |                                 | (772)          | -            | -            | -            | -            |
| Savings achieved through delays in filling vacant positions.           |                                 |                |              |              |              |              |
| <b>MOCS - PS Savings</b>   |                                 | (460)          | -            | -            | -            | -            |
| Savings achieved through delays in filling vacant positions.           |                                 |                |              |              |              |              |
| <b>OLR - PS Savings</b>  |                                 | (182)          | -            | -            | -            | -            |
| Savings achieved through delays in filling vacant positions.           |                                 |                |              |              |              |              |
| <b>OLR - WorkWell Program</b>  |                                 | -              | (127)        | -            | -            | -            |
| OLR will achieve savings due to delays in contract procurement.        |                                 |                |              |              |              |              |
| <b>Thrive WorkWell NYC</b>   |                                 | (57)           | (200)        | -            | -            | -            |
| OLR will achieve savings through underspending in Thrive WorkWell NYC. |                                 |                |              |              |              |              |
| <b>Agency Total</b>  |                                 | <b>(2,698)</b> | <b>(524)</b> | <b>(107)</b> | <b>(107)</b> | <b>(107)</b> |

## November 2019 + January 2020 Initiatives

*Initiatives with gray shading are efficiencies. \$ in 000's.*

| Department of Emergency Management                  | City Personnel<br>as of 6/30/21 | FY20           | FY21         | FY22 | FY23 | FY24 |
|---|---------------------------------|----------------|--------------|------|------|------|
| <b>November 2019 Plan</b>                           |                                 |                |              |      |      |      |
| <b><u>PS Savings for Grant-funded Personnel</u></b> |                                 | (103)          | (206)        | -    | -    | -    |
| PS Savings for grant-funded personnel.              |                                 |                |              |      |      |      |
| <b>January 2020 Plan</b>                            |                                 |                |              |      |      |      |
| <b><u>Thermal Mapping Savings</u></b>               |                                 | (1,159)        | -            | -    | -    | -    |
| Thermal mapping study funding adjustment.           |                                 |                |              |      |      |      |
| <b>Agency Total</b>                                 |                                 | <b>(1,262)</b> | <b>(206)</b> | -    | -    | -    |

| Law Department   | City Personnel<br>as of 6/30/21 | FY20            | FY21        | FY22 | FY23 | FY24 |
|--|---------------------------------|-----------------|-------------|------|------|------|
| <b>November 2019 Plan</b>                                  |                                 |                 |             |      |      |      |
| <b><u>Telecommunications Savings</u></b>                   |                                 | -               | (84)        | -    | -    | -    |
| Savings from deactivated telecommunications services.      |                                 |                 |             |      |      |      |
| <b><u>Additional Affirmative Litigation Revenue</u></b>    |                                 | (7,367)         | -           | -    | -    | -    |
| Revenue from one-time settlement payments.                 |                                 |                 |             |      |      |      |
| <b>January 2020 Plan</b>                                   |                                 |                 |             |      |      |      |
| <b><u>Additional Affirmative Litigation Revenue</u></b>    |                                 | (1,636)         | -           | -    | -    | -    |
| Revenue from a one-time settlement payment.                |                                 |                 |             |      |      |      |
| <b><u>Criminal Courts Revenue</u></b>                      |                                 | (6,955)         | -           | -    | -    | -    |
| Revenue from one-time criminal court collections payments. |                                 |                 |             |      |      |      |
| <b>Agency Total</b>  |                                 | <b>(15,958)</b> | <b>(84)</b> | -    | -    | -    |

## November 2019 + January 2020 Initiatives

*Initiatives with gray shading are efficiencies. \$ in 000's.*

| Department of City Planning   | City Personnel<br>as of 6/30/21 | FY20         | FY21         | FY22 | FY23 | FY24 |
|---|---------------------------------|--------------|--------------|------|------|------|
| <b>November 2019 Plan</b>   |                                 |              |              |      |      |      |
| <b><u>EIS Reestimates</u></b><br>Reduction in funding for environmental studies.                              |                                 | -            | (262)        | -    | -    | -    |
| <b><u>FY20 PS Accruals</u></b><br>Savings achieved through personal service accruals and delayed hiring.      |                                 | (275)        | -            | -    | -    | -    |
| <b>January 2020 Plan</b>  |                                 |              |              |      |      |      |
| <b><u>EIS Re-estimates</u></b><br>Savings achieved through Environmental Impact Statement (EIS) re-estimates. |                                 | (400)        | -            | -    | -    | -    |
| <b><u>PS Savings</u></b><br>Savings due to attrition.   |                                 | -            | (150)        | -    | -    | -    |
| <b>Agency Total</b>   |                                 | <b>(675)</b> | <b>(412)</b> | -    | -    | -    |

| Department of Cultural Affairs  | City Personnel<br>as of 6/30/21 | FY20         | FY21           | FY22 | FY23 | FY24 |
|---|---------------------------------|--------------|----------------|------|------|------|
| <b>November 2019 Plan</b>   |                                 |              |                |      |      |      |
| <b><u>PS Savings</u></b><br>The agency will achieve savings through delays in filling vacant positions.   |                                 | (96)         | (96)           | -    | -    | -    |
| <b>January 2020 Plan</b>  |                                 |              |                |      |      |      |
| <b><u>PS Savings</u></b><br>Savings achieved through delays in filling vacant positions.  |                                 | (150)        | -              | -    | -    | -    |
| <b><u>The Metropolitan Museum of Art Expense to Capital Swap</u></b><br>One time reduction to City operating subsidy in exchange for equal capital support. |                                 | -            | (3,000)        | -    | -    | -    |
| <b>Agency Total</b>   |                                 | <b>(246)</b> | <b>(3,096)</b> | -    | -    | -    |

## November 2019 + January 2020 Initiatives

*Initiatives with gray shading are efficiencies. \$ in 000's.*

| Financial Information Services Agency   | City Personnel<br>as of 6/30/21 | FY20         | FY21 | FY22 | FY23 | FY24 |
|---|---------------------------------|--------------|------|------|------|------|
| <b>November 2019 Plan</b><br><b>CityTime Consultants</b><br>FISA is projecting a surplus in their budget for CityTime consultants based on actual spending. |                                 | (45)         | -    | -    | -    | -    |
| <b>OTPS Savings</b><br>Lower than expected spending on supplies and materials for the Alternate Data Center.  |                                 | (150)        | -    | -    | -    | -    |
| <b>Agency Total</b>   |                                 | <b>(195)</b> | -    | -    | -    | -    |

| Office of Payroll Administration  | City Personnel<br>as of 6/30/21 | FY20         | FY21         | FY22 | FY23 | FY24 |
|---|---------------------------------|--------------|--------------|------|------|------|
| <b>November 2019 Plan</b><br><b>OTPS Savings</b><br>Projected surplus due to lower than expected usage in general operational costs.    |                                 | (11)         | -            | -    | -    | -    |
| <b>January 2020 Plan</b><br><b>Transit Benefit Savings</b><br>Savings due to lower contractual rates for the Commuter Benefits program. |                                 | (120)        | (120)        | -    | -    | -    |
| <b>Agency Total</b>   |                                 | <b>(131)</b> | <b>(120)</b> | -    | -    | -    |

| Landmarks Preservation Commission   | City Personnel<br>as of 6/30/21 | FY20         | FY21         | FY22         | FY23         | FY24         |
|---|---------------------------------|--------------|--------------|--------------|--------------|--------------|
| <b>November 2019 Plan</b><br><b>Landmarks Permit Revenue Increase</b><br>Revenue from changes in the permit application process.  |                                 | (100)        | (100)        | (100)        | (100)        | (100)        |
| <b>January 2020 Plan</b><br><b>LPC Permit Revenue Increase</b><br>Additional revenue from hiring an additional staff member to streamline the permit application process. | 1 C                             | (130)        | (130)        | (130)        | (130)        | (130)        |
| <b>Agency Total</b>   | <b>1 C</b>                      | <b>(230)</b> | <b>(230)</b> | <b>(230)</b> | <b>(230)</b> | <b>(230)</b> |



## November 2019 + January 2020 Initiatives

*Initiatives with gray shading are efficiencies. \$ in 000's.*

| <b>Conflicts of Interest Board</b>                                     | <b>City Personnel<br/>as of 6/30/21</b> | <b>FY20</b> | <b>FY21</b> | <b>FY22</b> | <b>FY23</b> | <b>FY24</b> |
|--|---|-------------|-------------|-------------|-------------|-------------|
| <b>January 2020 Plan</b>   |   |             |             |             |             |             |
| <b><u>COIB Fine Revenue</u></b>  |   | (41)        | (54)        | -           | -           | -           |
| Additional revenue due to an increase in the number of investigations. |   |             |             |             |             |             |
| <b>Agency Total</b>  |   | <b>(41)</b> | <b>(54)</b> | -           | -           | -           |

| <b>Department of Probation</b>   | <b>City Personnel<br/>as of 6/30/21</b> | <b>FY20</b>    | <b>FY21</b>    | <b>FY22</b> | <b>FY23</b> | <b>FY24</b> |
|--|---|----------------|----------------|-------------|-------------|-------------|
| <b>November 2019 Plan</b>  |   |                |                |             |             |             |
| <b><u>Fleet Savings</u></b>  |   | (94)           | (94)           | -           | -           | -           |
| Replacement cycle for three fleet vehicles per Fiscal Year will be deferred for FY20 and FY21. |   |                |                |             |             |             |
| <b><u>Laptop Replacement Savings</u></b>   |   | (25)           | (350)          | -           | -           | -           |
| Savings associated with delay to the laptop replacement cycle.                                 |   |                |                |             |             |             |
| <b><u>PS Accruals</u></b>  |   | (37)           | (37)           | -           | -           | -           |
| PS Accruals - Administrative Staff.  |   |                |                |             |             |             |
| <b><u>PS Accruals</u></b>  |   | (1,350)        | (595)          | -           | -           | -           |
| PS Accruals.   |   |                |                |             |             |             |
| <b><u>Salary Differential Savings</u></b>  |   | -              | (440)          | -           | -           | -           |
| Salary differential savings tied to attrition.   |   |                |                |             |             |             |
| <b>January 2020 Plan</b>   |   |                |                |             |             |             |
| <b><u>OTPS Savings</u></b>   |   | -              | (175)          | -           | -           | -           |
| Facilities management savings.   |   |                |                |             |             |             |
| <b><u>PS Savings</u></b>   |   | (802)          | (831)          | -           | -           | -           |
| Savings achieved through delays in filling vacant positions.                                   |   |                |                |             |             |             |
| <b>Agency Total</b>  |   | <b>(2,309)</b> | <b>(2,522)</b> | -           | -           | -           |

## November 2019 + January 2020 Initiatives

*Initiatives with gray shading are efficiencies. \$ in 000's.*

| Department of Small Business Services   | City Personnel<br>as of 6/30/21 | FY20           | FY21           | FY22 | FY23 | FY24 |
|---|---------------------------------|----------------|----------------|------|------|------|
| <b>November 2019 Plan</b>   |                                 |                |                |      |      |      |
| <b><u>Agency PS Savings</u></b><br>Savings achieved through delayed hiring.   |                                 | (650)          | -              | -    | -    | -    |
| <b><u>Updated Spending Projections 1</u></b><br>Re-estimate to align SBS's budget with updated spending projections.                            |                                 | -              | (229)          | -    | -    | -    |
| <b><u>Updated Spending Projections 2</u></b><br>Savings achieved through business services and workforce development departmental re-estimates. |                                 | (150)          | (551)          | -    | -    | -    |
| <b>January 2020 Plan</b>  |                                 |                |                |      |      |      |
| <b><u>OTPS Savings</u></b><br>Re-estimate to align SBS's budget with updated spending projections.  |                                 | (509)          | (464)          | -    | -    | -    |
| <b><u>PS Savings</u></b><br>Savings achieved through delays in filling vacant positions.  |                                 | (319)          | -              | -    | -    | -    |
| <b>Agency Total</b>   |                                 | <b>(1,628)</b> | <b>(1,244)</b> | -    | -    | -    |

| Department of Buildings  | City Personnel<br>as of 6/30/21 | FY20           | FY21           | FY22 | FY23 | FY24 |
|--|---------------------------------|----------------|----------------|------|------|------|
| <b>January 2020 Plan</b>   |                                 |                |                |      |      |      |
| <b><u>Fines and Penalties</u></b><br>Revenue from increased penalty enforcement for failure to file elevator inspection reports and for unauthorized construction. |                                 | (6,000)        | (4,000)        | -    | -    | -    |
| <b>Agency Total</b>  |                                 | <b>(6,000)</b> | <b>(4,000)</b> | -    | -    | -    |

## November 2019 + January 2020 Initiatives

*Initiatives with gray shading are efficiencies. \$ in 000's.*

| Department of Environmental Protection  | City Personnel<br>as of 6/30/21 | FY20           | FY21           | FY22         | FY23         | FY24         |
|---|---------------------------------|----------------|----------------|--------------|--------------|--------------|
| <b>November 2019 Plan</b>   |                                 |                |                |              |              |              |
| <b><u>Arterial Highway Catch Basin</u></b>  |                                 | (70)           | (70)           | -            | -            | -            |
| Savings from lower than expected bids for three existing cleaning contracts.  |                                 |                |                |              |              |              |
| <b><u>Landfill Underspending</u></b>  |                                 | (200)          | (200)          | -            | -            | -            |
| Lower than expected spending on landfill maintenance.   |                                 |                |                |              |              |              |
| <b><u>OER Fee Revenue</u></b>   |                                 | (260)          | (260)          | -            | -            | -            |
| DEP will generate revenue from new and revised fees related to the E-Designation Program.   |                                 |                |                |              |              |              |
| <b><u>Tax Levy Surplus</u></b>  |                                 | (256)          | (204)          | -            | -            | -            |
| DEP has historically finished the fiscal year with a tax levy OTPS surplus tied to programs outside the Mayor's Office of Sustainability. |                                 |                |                |              |              |              |
| <b>January 2020 Plan</b>  |                                 |                |                |              |              |              |
| <b><u>Catch Basin Cleaning Contract Underspending</u></b>   |                                 | (280)          | (138)          | -            | -            | -            |
| Underspending for highway catch basin cleaning contracts.   |                                 |                |                |              |              |              |
| <b><u>Hydroelectric Program and Property Tax Savings</u></b>  |                                 | (46)           | (46)           | -            | -            | -            |
| Lower than forecasted program and property tax expenses for hydroelectric properties upstate.   |                                 |                |                |              |              |              |
| <b><u>Right-To-Know Revenue Enhancement</u></b>   |                                 | (100)          | (100)          | (100)        | (100)        | (100)        |
| DEP will realize increased revenue from SARA (Superfund Amendment and Reauthorization Act) filing fees under the Right to Know law.       |                                 |                |                |              |              |              |
| <b>Agency Total</b>   |                                 | <b>(1,212)</b> | <b>(1,018)</b> | <b>(100)</b> | <b>(100)</b> | <b>(100)</b> |

## November 2019 + January 2020 Initiatives

*Initiatives with gray shading are efficiencies. \$ in 000's.*

| <b>Business Integrity Commission</b>                         | <b>City Personnel<br/>as of 6/30/21</b> | <b>FY20</b>  | <b>FY21</b>  | <b>FY22</b>  | <b>FY23</b>  | <b>FY24</b>  |
|--|---|--------------|--------------|--------------|--------------|--------------|
| <b>November 2019 Plan</b>                                    |   |              |              |              |              |              |
| <b><u>OTPS Savings Initiative</u></b>                        |   | (73)         | -            | -            | -            | -            |
| OTPS savings related to materials and supplies.              |   |              |              |              |              |              |
| <b><u>PS Accruals</u></b>                                    |   | (73)         | (149)        | (149)        | (149)        | (149)        |
| PS Accruals.   |   |              |              |              |              |              |
| <b>January 2020 Plan</b>                                     |   |              |              |              |              |              |
| <b><u>PS Savings</u></b>                                     |   | (100)        | -            | -            | -            | -            |
| Savings achieved through delays in filling vacant positions. |   |              |              |              |              |              |
| <b>Agency Total</b>  |   | <b>(246)</b> | <b>(149)</b> | <b>(149)</b> | <b>(149)</b> | <b>(149)</b> |

| <b>Department of Design and Construction</b>                 | <b>City Personnel<br/>as of 6/30/21</b> | <b>FY20</b>    | <b>FY21</b>  | <b>FY22</b> | <b>FY23</b> | <b>FY24</b> |
|--|---|----------------|--------------|-------------|-------------|-------------|
| <b>November 2019 Plan</b>                                    |   |                |              |             |             |             |
| <b><u>PS Savings</u></b>                                     |   | (752)          | -            | -           | -           | -           |
| Personal services savings.                                   |   |                |              |             |             |             |
| <b>January 2020 Plan</b>                                     |   |                |              |             |             |             |
| <b><u>PS Savings</u></b>                                     |   | (478)          | (366)        | -           | -           | -           |
| Savings achieved through delays in filling vacant positions. |   |                |              |             |             |             |
| <b>Agency Total</b>  |   | <b>(1,230)</b> | <b>(366)</b> | <b>-</b>    | <b>-</b>    | <b>-</b>    |

## November 2019 + January 2020 Initiatives

*Initiatives with gray shading are efficiencies. \$ in 000's.*

| Department of Information Technology and Telecommunication  | City Personnel<br>as of 6/30/21 | FY20           | FY21           | FY22           | FY23           | FY24           |
|---|---------------------------------|----------------|----------------|----------------|----------------|----------------|
| <b>November 2019 Plan</b>   |                                 |                |                |                |                |                |
| <b><u>IT Decommissioning &amp; Efficiency Savings</u></b>   |                                 | (255)          | (2,114)        | (1,689)        | (1,389)        | (1,389)        |
| Savings from decommissioning systems the agency no longer needs and the introduction of more efficient processes.                                 |                                 |                |                |                |                |                |
| <b><u>Telecommunications Savings</u></b>  |                                 | (1,100)        | (1,100)        | (1,100)        | (1,100)        | (1,100)        |
| Savings from deactivating unused telecom services.  |                                 |                |                |                |                |                |
| <b><u>PS Savings</u></b>  |                                 | (4,396)        | -              | -              | -              | -              |
| PS accruals.  |                                 |                |                |                |                |                |
| <b>January 2020 Plan</b>  |                                 |                |                |                |                |                |
| <b><u>IT Decommissioning and Efficiency Savings</u></b>   |                                 | (2,860)        | (2,359)        | -              | -              | -              |
| Various IT projects and efficiencies that allowed for the discontinuation of software licenses, professional subscriptions, and support services. |                                 |                |                |                |                |                |
| <b><u>MOME - Incentive Fund Savings</u></b>   |                                 | (329)          | (328)          | -              | -              | -              |
| Savings achieved through delayed program implementation.  |                                 |                |                |                |                |                |
| <b>Agency Total</b>   |                                 | <b>(8,940)</b> | <b>(5,901)</b> | <b>(2,789)</b> | <b>(2,489)</b> | <b>(2,489)</b> |

| Department of Consumer Affairs                               | City Personnel<br>as of 6/30/21 | FY20         | FY21         | FY22     | FY23     | FY24     |
|--|---------------------------------|--------------|--------------|----------|----------|----------|
| <b>November 2019 Plan</b>                                    |                                 |              |              |          |          |          |
| <b><u>OTPS Savings</u></b>                                   |                                 | (250)        | -            | -        | -        | -        |
| Reduced fiscal year 2020 OTPS costs for software licenses.   |                                 |              |              |          |          |          |
| <b>January 2020 Plan</b>                                     |                                 |              |              |          |          |          |
| <b><u>Marketing Campaign Reduction</u></b>                   |                                 | (100)        | -            | -        | -        | -        |
| Reduction to marketing campaign spending.                    |                                 |              |              |          |          |          |
| <b><u>OTPS Savings</u></b>                                   |                                 | -            | (250)        | -        | -        | -        |
| OTPS savings attributed to Documentum Software Licenses.     |                                 |              |              |          |          |          |
| <b><u>PS Savings</u></b>                                     |                                 | (250)        | -            | -        | -        | -        |
| Savings achieved through delays in filling vacant positions. |                                 |              |              |          |          |          |
| <b>Agency Total</b>  |                                 | <b>(600)</b> | <b>(250)</b> | <b>-</b> | <b>-</b> | <b>-</b> |