The City of New York Executive Budget Fiscal Year 2022

Bill de Blasio, Mayor

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Citywide Savings Program

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Citywide Savings Program Overview

The Citywide Savings Program 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. This publication is a compilation of savings initiatives implemented by all City agencies.

Savings Classifications

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. Other savings initiatives allow the City to borrow less by reducing the Capital budget and lowering debt service costs.

There are five 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. This includes hiring freeze savings and vacancy reductions.
- **Expense Re-estimate** Savings associated with lower than expected spending due to a delay or lower than expected costs.
- **Revenue 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 Reduction 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.

Summary Tables

I.

Table 1Savings Summary by Agency: April 2021 Financial Plan

\$	in	000's
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	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2025</u>
Uniformed Forces					
Police	\$ -	\$ (54,000)	\$ (54,000)	\$ (54,000)	\$ (54,000)
Fire	-	(276)	(276)	(276)	(276)
Correction	-	-	-	-	-
Sanitation	(4,192)	-	-	-	-
Health and Welfare					
Admin. for Children's Services	-	-	-	-	-
Social Services	(13,628)	-	-	-	-
Homeless Services	-	-	-	-	-
Aging	(30,000)	-	-	-	-
Youth and Community Dev.	(13,000)	-	-	-	-
Health and Mental Hygiene	(2,100)	-	-	-	-
Health + Hospitals	-	-	-	-	-
Other Agencies					
Housing Preservation and Dev.	(800)	-	-	-	-
Finance	-	(9,455)	(12,099)	(12,099)	(12,099)
Transportation	(3,065)	-	-	-	-
Parks and Recreation	(17,500)	-	-	-	-
Citywide Administrative Services	(12,436)	(97)	-	-	-
All Other Agencies	(9,563)	(638)	(401)	(401)	(401)
Education					
Education	-	-	-	-	-
City University	-	-	-	-	-
Other					
Citywide Savings Initiatives	(59,615)	(9,099)	(57,620)	(74,181)	(77,173)
Miscellaneous	(10,000)	-	-	-	-
Debt Service	(87,644)	(265,491)	(88,061)	(28,637)	(22,143)
Procurement Savings	-	-	-	-	-
TOTAL CITYWIDE SAVINGS	\$ (263,543)	\$ (339,056)	\$ (212,457)	\$ (169,594)	\$ (166,092)
	\$ (602,				

Table 2Summary by Agency: November 2020 + January 2021 + April 2021 Financial Plans

includes restorations; \$ in 000	l's
	0

	FY 2021	FY 2022	FY 2023	<u>FY 2024</u>	FY 2025
Uniformed Forces	<u> </u>	<u> </u>	<u> </u>	<u></u>	<u></u>
Police	\$ (22,377)	\$ (186,092)	\$ (177,615)	\$ (177,615)	\$ (177,615)
Fire	(34,052)	(58,987)	(812)	(812)	(812)
Correction	(1,211)	(69,947)	(25,000)	(25,000)	(25,000)
Sanitation	(13,782)	(30,084)	(2,257)	(2,342)	(2,528)
Health and Welfare					
Admin. for Children's Services	(36,320)	(9,000)	-	-	-
Social Services	(215,189)	(15,531)	(3,400)	(3,400)	(3,400)
Homeless Services	(2,529)	(1,310)	(1,310)	(1,310)	(1,310)
Aging	(30,000)	-	-	-	-
Youth and Community Dev.	(13,718)	(200)	(200)	(200)	(200)
Health and Mental Hygiene	(33,691)	(5,545)	(1,545)	(1,545)	(1,545)
Health + Hospitals	(212,378)	-	-	-	-
Other Agencies					
Housing Preservation and Dev.	(2,487)	(4,547)	(162)	(162)	(162)
Finance	(1,174)	(37,870)	(52,514)	(52,514)	(52,514)
Transportation	(23,649)	(22,871)	(7,776)	(7,776)	(7,776)
Parks and Recreation	(19,597)	(19,250)	(1,000)	(1,000)	(1,000)
Citywide Administrative Services	(28,928)	(8,522)	(506)	(506)	(506)
All Other Agencies	(92,801)	(60,569)	(6,027)	(6,019)	(6,019)
Education					
Education	(4,000)	(78,000)	-	-	-
City University	-	(77,300)	-	-	-
Other					
Citywide Savings Initiatives	(93,894)	(313,794)	(372,697)	(394,403)	(402,623)
Miscellaneous	(47,417)	(36,107)	(14,050)	(14,763)	(15,487)
Debt Service	(987,191)	(890,925)	(294,071)	(329,970)	(393,680)
Procurement Savings	-	(50,519)	(50,519)	(50,519)	(33,443)
TOTAL CITYWIDE SAVINGS	\$ (1,916,385)	\$ (1,976,970)	\$ (1,011,461)	\$ (1,069,856)	\$ (1,125,620)
	\$ (3,89	93,355)			

Table 3Summary by Category: November 2020 + January 2021 + April 2021 Financial Plans

includes restorations; \$ in 000's

	"		, • 11 000 3		-	
Category	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2025</u>	<u>FY 2021</u> + FY 2022
Efficiency	\$ (355,092) \$	(525,765) \$	\$ (459,303) \$	(465,160) \$	(471,113)	\$ (880,857)
Expense Re-estimate	(413,286)	(374,579)	(255,020)	(271,573)	(257,489)	(787,865)
Revenue Re-estimate	(136,204)	(80,129)	(1,050)	(1,051)	(1,050)	(216,333)
Service Reduction	(24,612)	(105,572)	(2,017)	(2,102)	(2,288)	(130,184)
Debt Service	(987,191)	(890,925)	(294,071)	(329,970)	(393,680)	(1,878,116)
TOTAL CITYWIDE SAVINGS	\$ (1,916,385) \$	(1,976,970)	\$ (1,011,461) \$	(1,069,856) \$	(1,125,620)	\$ (3,893,355)

II.

002 - Mayoralty	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
November 2020 Plan Savings						
Hiring Freeze (MOCS)	(3)	(202)	(269)	(269)	(269)	(269)
Vacancy reduction (MOCS).		,	()	()	()	()
OTPS Savings (OLR)		(300)	(300)	(300)	(300)	(300)
Savings from the WorkWell and BeWell NYC programs.						
PS Savings (MOCS)		-	(334)	-	-	-
Underspending in personal services (MOCS).						
January 2021 Plan Savings						
Hiring and Attrition Management - MOCS		(447)	-	-	-	-
Hiring and Attrition Management - MOCS.		. ,				
Hiring and Attrition Management - OLR		(185)	-	-	-	-
Hiring and Attrition Management - OLR.						
Hiring and Attrition Management - OMB		(242)	-	-	-	-
Hiring and Attrition Management - OMB.						
OTPS Savings - OLR		(311)	(300)	(300)	(300)	(300)
Projected OTPS spending is less than anticipated for the Office of Labor Relations.						
PS Savings - Mayor's Office		(1,271)	-	-	-	-
PS Savings in the Mayor's Office.						
PS Savings - MOCS		-	(100)	-	-	-
Savings from accruals generated by vacant positions.						
PS Savings - OMB		(539)	(300)	-	-	-
OMB savings from accruals generated by vacant positions and reductions in overtime						
expenditures.		()				
Reimbursement for Indirect Costs - OMB		(300)	-	-	-	-
The agency anticipates reimbursement for indirect costs.						
April 2021 Plan Savings						
Cost Reimbursement - OMB		(150)	-	-	-	-
The agency anticipates reimbursement from a CDBG-DR grant.						
OTPS Savings - OLR		(150)	(158)	-	-	-
Less than anticipated spending in various OTPS areas.		(505)				
PS Savings - OMB		(538)	-	-	-	-
OMB savings from accruals generated by vacant positions and reductions in overtime						
expenditures.		(4.005)	(4 704)	(000)	(000)	(000)
То	tal (3)	(4,635)	(1,761)	(869)	(869)	(869)

^{\$} in 000's

004 - Campaign Finance Board	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
November 2020 Plan Savings						
<u>PS and OTPS Adjustment</u> Reductions to PS and OTPS budget to align with the Campaign Finance Board's amended FY21 budget request.		(7,547)	-	-	-	-
5 1	otal	(7,547)	-	-	-	-

008 - Office of the Actuary	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
November 2020 Plan Savings						
PS and OTPS Savings Underspending in personal services and other than personal services.		(121)	(138)	-	-	-
January 2021 Plan Savings						
Hiring and Attrition Management		(56)	-	-	-	-
Hiring and Attrition Management. <u>PS and OTPS Savings</u> Less than anticipated spending in personal services and other than personal services.		(70)	(185)	-	-	-
April 2021 Plan Savings						
PS and OTPS Savings Less than anticipated spending in personal services and other than personal services.		(208)	(40)	-	-	-
Τα	tal	(455)	(363)	-	-	-

010 - Borough President - Manhattan	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
January 2021 Plan Savings						
OTPS Savings Savings from a reduction in planned spending in various OTPS areas.		(90)	(83)	-	-	-
То	al	(90)	(83)	-	-	-

011 - Borough President - Bronx	City Person as of 6/30/2	FY21	FY22	FY23	FY24	FY25
January 2021 Plan Savings						
OTPS Savings Savings from a reduction in planned spending in various OTPS areas.		(59)	(144)	-	-	-
	Total	(59)	(144)	-	-	-

012 - Borough President - Brooklyn	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
January 2021 Plan Savings						
OTPS Savings Savings from a reduction in planned spending in various OTPS areas.		(70)	-	-	-	-
Total		(70)	-	-	-	-

013 - Borough President - Queens	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
January 2021 Plan Savings						
OTPS Savings Savings from a reduction in planned spending in various OTPS areas.		(58)	-	-	-	-
Total		(58)	-	-	-	-

014 - Borough President - Staten Island	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
January 2021 Plan Savings PS and OTPS Savings Savings from accruals generated by vacant positions and a reduction in planned		(46)	(112)	-	-	-
spending in various OTPS areas.	tal	(46)	(112)	-	-	-

City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
	-	(300)	-	-	-
	(843)	(1,809)	-	-	-
Total	(843)	(2 109)			
	-	as of 6/30/22 - (843)	- (300) (843) (1,809)	- (300) - (843) (1,809) -	- (300) (843) (1,809)

017 - Department of Emergency Management	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
November 2020 Plan Savings						
Hiring Freeze	(1)	-	-	-	-	-
Hiring freeze savings.		(100)				
Overtime Funding Swap Funding swap for overtime spending on COVID-19 related work.		(190)	-	-	-	-
PS Savings for Grant Personnel		(282)	(307)	-	-	-
Projected underspending in grant-funded personal services.						
January 2021 Plan Savings						
Hiring and Attrition Management		(29)	-	-	-	-
Hiring and Attrition Management.						
PS Savings		(194)	(402)	-	-	-
Less than anticipated spending in personal services.						
Tota	(1)	(695)	(709)	-	-	-

021 - Administrative Tax Appeals	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
November 2020 Plan Savings <u>Property Assessment Fee Revenue</u> Additional revenue from filing fees due to an increase in the number of property assessment review applications.		(134)	(75)	-	-	-
January 2021 Plan Savings <u>Hiring and Attrition Management</u> Hiring and Attrition Management.		(82)	-	-	-	-

^{\$} in 000's

021 - Administrative Tax Appeals (continued)	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
Property Assessment Fee Revenue Additional revenue from filing fees due to an increase in the number of property assessment review applications.		(155)	(50)	-	-	-
	otal	(371)	(125)	-	-	-
025 - Law Department	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
November 2020 Plan Savings						
Additional Affirmative Litigation Revenue		(2,627)	-	-	-	-
The Law Department has collected revenue from one-time settlement payments. <u>Hiring Freeze</u> Vacancy reduction.	(18)	-	(1,544)	(1,544)	(1,544)	(1,544)
PS Savings Underspending in personal services.		-	(3,500)	-	-	-
January 2021 Plan Savings						
Add. Affirmative Lit. Revenue Revenue from one-time settlement payments.		(8,589)	-	-	-	-
Hiring and Attrition Management.		(823)	-	-	-	-
1	otal (18)	(12,039)	(5,044)	(1,544)	(1,544)	(1,544)

030 - Department of City Planning	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
November 2020 Plan Savings						
Hiring Freeze Hiring Freeze.	(7)	(215)	(287)	(287)	(287)	(287)
PS Savings Underspending in personal services.		(690)	(230)	-	-	-
January 2021 Plan Savings <u>Hiring and Attrition Management</u> Hiring and Attrition Management.		(263)	-	-	-	-

^{\$} in 000's

030 - Department of City Planning (continued)	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
PS Savings Less than expected spending in personal services.		(884)	-	-	-	-
Total	(7)	(2,052)	(517)	(287)	(287)	(287)
032 - Department of Investigation	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
November 2020 Plan Savings						
Hiring Freeze	(7)	-	(97)	(572)	(572)	(572)
Hiring freeze savings. <u>OTPS Savings</u>		(159)	(159)	-	-	-
OTPS savings. <u>PS Accruals</u> PS accruals tied to hiring delays.		(793)	(476)	-	-	-
January 2021 Plan Savings						
Hiring and Attrition Management		(298)	-	-	-	-
Hiring and Attrition Management. <u>OTPS Savings</u> OTPS savings.		(124)	(775)	-	-	-
PS accruals tied to hiring delays.		(295)	(357)	-	-	-
April 2021 Plan Savings						
PS Accruals PS accruals tied to hiring delays.		(300)	-	-	-	-
Total	(7)	(1,967)	(1,862)	(572)	(572)	(572)
035 - New York Research Library	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25

January 2021 Plan Savings					
One time reduction to the operating subsidy Reduction to the FY21 and FY22 operating subsidy.	(310)	(752)	-	-	-
Total	(310)	(752)	-	-	-

037 - New York Public Library	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
January 2021 Plan Savings						
One time reduction to the operating subsidy Reduction to the FY21 and FY22 operating subsidy.		(1,558)	(3,779)	-	-	-
Total		(1,558)	(3,779)	-	-	-

038 - Brooklyn Public Library	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
January 2021 Plan Savings One time reduction to the operating subsidy		(1,173)	(2,845)	-	-	_
Reduction to the FY21 and FY22 operating subsidy. Total		(1,173)	(2,845)	-	-	-

039 - Queens Borough Public Library	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
January 2021 Plan Savings One time reduction to the operating subsidy		(1,223)	(2,963)	_	_	_
Reduction to the FY21 and FY22 operating subsidy.		(1,223)	(2,963)	-	-	-

040 - Department of Education	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
January 2021 Plan Savings						
<u>3-K Delay</u>		-	(43,800)	-	-	-
Savings associated with temporary hold on expansion of 3-K.						
Federal Food Revenue Re-Estimate		-	(38,000)	-	-	-
Increased revenue from expanded participation in the federal CEP food program. Per Session Savings		_	(21,000)			
Reduction in per session payments.		-	(21,000)	-	-	-
Program Reductions		-	(40,000)	-	-	-
Savings from temporary School Allocation Memoranda (SAM) reduction in FY22.			(-,,			
SONYC Afterschool		(4,000)	-	-	-	-
Savings on SONYC after school program in the current year due to COVID-19.						

\$ in 000's

040 - Department of Education (continued)	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
Temporary FSF Reduction		-	(150,000)	-	-	-
Temporary reduction of FSF allocations.						
April 2021 Plan Restorations						
Restoration of 3-K Delay		-	43,800	-	-	-
Restoration of temporary hold on expansion of 3-K.						
Restoration of Per Session Savings		-	21,000	-	-	-
Restoration of Per Session Savings.						
Restoration of Temporary FSF Reduction		-	150,000	-	-	-
Restoration of temporary reduction of FSF allocations.						
Total		(4,000)	(78,000)	-	-	-

042 - City University	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
November 2020 Plan Savings						
Hiring Restrictions		-	(5,000)	-	-	-
PS savings to be achieved through attrition and limited hiring restrictions.			<i></i>			
IT and Telecomm Efficiencies		-	(19,000)	-	-	-
Efficiencies from IT and Telecommunication systems university-wide, resulting in both PS and OTPS savings.						
OTPS Expense Reductions		_	(4,000)	-	-	-
Efficiencies in contracts and travel budgets.			()/			
January 2021 Plan Savings						
APPLE Corps		-	(1,200)	-	-	-
Temporary program reduction by limiting number of participants in the program.						
ASAP Reduction		-	(10,000)	-	-	-
Continued service reduction savings for FY22.			(— — — —)			
Fringe Adjustment		-	(7,600)	-	-	-
Re-estimate of the fringe budget based on historical trends. Hiring and Attrition Management	(175)		(19,600)			
Hiring and Attrition Management.	(175)	-	(19,000)	-	-	-
Programmatic Savings		_	(8,000)	-	-	-
Savings achieved by the reduction of non-core programs.			<u> </u>			
Tutor Corps		-	(2,900)	-	-	-
Temporary program reduction by 50%.						
Total	(175)	-	(77,300)	-	-	-

\$ in 000's

056 - Police Department	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
November 2020 Plan Savings						
<u>Hiring Freeze</u> Hiring freeze savings.	(52) C	(2,058)	(2,744)	(2,744)	(2,744)	(2,744)
January 2021 Plan Savings						
Civilian Accruals Civilian accrual savings.		(5,772)	(3,600)	-	-	-
Fuel Savings.		(2,978)	(2,978)	-	-	-
Hiring and Attrition Management Hiring and Attrition Management.		(1,801)	-	-	-	-
NYPD Paid Detail Additional paid detail revenue as a result of increased number of program locations.		(1,040)	(1,040)	-	-	-
Police Cadet Accruals Police cadet program accruals.		(2,149)	(3,837)	-	-	-
<u>Uniform Accrual Savings</u> Uniform accrual savings.		(8,079)	-	-	-	-
<u>Uniform Overtime Savings</u> Uniform overtime savings.		-	(120,871)	(120,871)	(120,871)	(120,871)
April 2021 Plan Savings						
Overtime Savings Overtime savings.		-	(54,000)	(54,000)	(54,000)	(54,000)
April 2021 Plan Restorations						
Restoration of Fuel Savings Restoration of fuel savings.		1,500	2,978	-	-	-
То	tal (52) C	(22,377)	(186,092)	(177,615)	(177,615)	(177,615)

057 - Fire Department	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
November 2020 Plan Savings						
<u>Fly Car Pilot</u> Suspends initial Fly Car pilot.	(60) C	(3,270)	(3,270)	-	-	-
Fly Car Program Suspends expansion of the Fly Car program.	(225) C	-	(13,626)	-	-	-

C = Civilian, U = Uniform

^{\$} in 000's

057 - Fire Department (continued)	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
Fringe Savings		-	(2,000)	-	-	-
Use federal grant funds received by the Fire Department associated with fringe costs						
to offset City fringe expenditures.						
Hiring Freeze	(9) C	(402)	(536)	(536)	(536)	(536)
Hiring freeze savings.						
Probationary Firefighter Class		(8,048)	-	-	-	-
Due to COVID-19, the Fire Department expects to hire one class of firefighters instead						
of two.						
Training Savings	(7) U	-	(2,500)	-	-	-
Delay implementation of training.						
January 2021 Plan Savings						
EMS Revenue Increase		(14,500)	(20,800)	-	-	-
The Department is pursuing strategies to increase reimbursement for ambulance						
transports.						
Grant Fringe		(1,897)	(4,108)	-	-	-
Use federal grant funds received by the Fire Department associated with fringe costs						
to offset City fringe expenditures.						
PS Savings		(5,935)	(11,871)	-	-	-
Savings from shifting uniformed staff assigned to administrative functions to the field.						
April 2021 Plan Savings						
Insourcing of Contracted Positions	79 C	-	(276)	(276)	(276)	(276)
Reflects savings from insourcing of contracted positions.			. ,	. ,	. /	. /
Total	(7) U (215) C	(34,052)	(58,987)	(812)	(812)	(812)

063 - Department of Veterans' Services	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
November 2020 Plan Savings Job Path Savings Savings generated from projected underspending on the Jobpath tool.		(100)	(119)	-	-	-
January 2021 Plan Savings <u>Hiring and Attrition Management</u> Hiring and Attrition Management.		(115)	-	-	-	-
PS Savings Savings achieved from delays in filling vacant positions.		(150)	(61)	-	-	-

C = Civilian, U = Uniform

063 - Department of Veterans' Services (continued)	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
April 2021 Plan Savings						
PS Savings Savings achieved from delays in filling vacant positions.		(100)	-	-	-	-
Total		(465)	(180)	-	-	-

068 - Administration for Children's Services	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
November 2020 Plan Savings						
Hiring Freeze	(75)	-	-	-	-	-
Hiring Freeze						
January 2021 Plan Savings						
Fringe Benefits Reimbursement		-	(9,000)	-	-	-
Federally negotiated fringe reimbursement rate will result in additional revenues. Hiring and Attrition Management		(1,320)				_
Hiring and Attrition Management.		(1,520)	-	-	-	-
Overtime Reduction		(5,000)	-	-	-	-
Reduction of projected overtime.		(00.000)				
Prior Year Revenue Prior year revenue.		(30,000)	-	-	-	-
Tota	(75)	(36,320)	(9,000)	-	-	-

069 - Department of Social Services	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
November 2020 Plan Savings <u>Hart Island Ferry Services Savings</u> DOT is reducing headcount supported by DSS funding, resulting in reimbursement savings for DSS Ferry Deckhand expenditures.		(44)	(296)	(296)	(296)	(296)
Hiring Freeze	(152)	(2,328)	(3,104)	(3,104)	(3,104)	(3,104)
January 2021 Plan Savings <u>Access to Counsel</u> Delay ramp up of legal services due to limited housing court operations during COVID-19.		(8,000)	-	-	-	-

069 - Department of Social Services (continued)	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
DSNY Job Training Participant Hiring Savings		(5,617)	-	-	-	-
Delayed hiring for DSNY Job Training Program due to suspension of work						
requirements tied to COVID-19.						
Fringe Benefits Reimbursement		(13,000)	-	-	-	-
Federally negotiated fringe reimbursement rate will result in additional revenues.						
Hiring and Attrition Management		(3,672)	-	-	-	-
Hiring and Attrition Management.						
Medicaid Reimbursement		(100,000)	-	-	-	-
Prior year Medicaid reimbursement.						
Parks Job Training Participant Hiring Savings		(15,000)	-	-	-	-
Decreased hiring in Job Training Program utilized for parks maintenance due to						
suspension of work requirements tied to COVID-19.						
Prior Year Revenue		(53,900)	-	-	-	-
Prior year revenue.						
Public Engagement Unit Savings		-	(500)	-	-	-
Public Engagement Unit savings.						
Supportive Housing Programs Re-estimate		-	(11,631)	-	-	-
Savings due to a slowdown in the production of new supportive housing units due to						
COVID-19.						
April 2021 Plan Savings						
Carfare		(11,300)	-	-	-	-
Carfare expenditures less than expected during COVID 19.						
Child Support		(833)	-	-	-	-
Savings due to the impact of COVID-19 on court activity.		, ,				
DCAS Job Training Participants		(226)	-	-	-	-
Department of Citywide Administrative Services Jobs Training Participants						
expenditures were lower than expected due to a pause in referrals during COVID 19.						
Department of Sanitation Jobs Training Participants		(1,269)	-	-	-	-
Department of Sanitation Jobs Training Participants Indoor and Outdoor expenditures						
were lower than expected due to a pause in referrals during COVID 19.						
Тс	otal (152)	(215,189)	(15,531)	(3,400)	(3,400)	(3,400)

071 - Department of Homeless Services	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
November 2020 Plan Savings <u>Hiring Freeze</u> Hiring Freeze.	(33)	(982)	(1,310)	(1,310)	(1,310)	(1,310)

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071 - Department of Homeless Services (continued)	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
January 2021 Plan Savings						
Hiring and Attrition Management Hiring and Attrition Management.		(1,547)	-	-	-	-
Total	(33)	(2,529)	(1,310)	(1,310)	(1,310)	(1,310)

072 - Department of Correction	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
November 2020 Plan Savings						
Hiring Freeze	(39) C	-	-	-	-	-
Hiring freeze savings. <u>Uniformed Overtime Savings</u> Uniformed overtime savings.		-	(21,147)	-	-	-
January 2021 Plan Savings						
Hiring and Attrition Management		(1,211)	-	-	-	-
Hiring and Attrition Management. <u>Uniformed Overtime Savings</u> Uniformed overtime savings.		-	(48,800)	(25,000)	(25,000)	(25,000)
Total	(39) C	(1,211)	(69,947)	(25,000)	(25,000)	(25,000)

073 - Board of Correction	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
November 2020 Plan Savings						
OTPS Savings OTPS savings.		-	(21)	-	-	-
PS Accruals PS accruals tied to hiring delays.		(73)	-	-	-	-
January 2021 Plan Savings						
Hiring and Attrition Management Hiring and Attrition Management.		(56)	-	-	-	-
OTPS Savings OTPS savings.		-	(8)	-	-	-

073 - Board of Correction (continued)		City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
PS Accruals			(80)	(5)	-	-	-
PS accruals tied to hiring delays.	Total		(209)	(34)	-	-	-
098 - Miscellaneous		City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
November 2020 Plan Savings							
Fringe Savings			(937)	(11,977)	(127)	(133)	(140)
Fringe savings associated with headcount. <u>Hiring Freeze Fringe</u> Fringe savings related to hiring freeze.			(7,303)	(13,256)	(13,923)	(14,629)	(15,347)
IFA Funding Switch The Department of Transportation will temporarily reassign tax levy funded personnel to the IFA funded Pedestrian Ramp Program to facilitate the construction of additional pedestrian ramps in FY 2021 and FY 2022.			(115)	(204)	-	-	-
January 2021 Plan Savings							
Civilian Accruals			(1,811)	(1,130)	-	-	-
Civilian accrual savings. <u>Fringe for Hiring and Attrition Management</u> Fringe savings associated with Hiring and Attrition Management.			(23,881)	-	-	-	-
Police Cadet Accruals			(164)	(294)	-	-	-
Police cadet program accruals. <u>Uniform Accrual Savings</u> Uniform accrual savings.			(3,206)	-	-	-	-
Uniform Overtime Savings.			-	(9,247)	-	-	-
April 2021 Plan Savings							
Pre-Scoping Study Budget reduction reflecting less than anticipated expenditures in FY21.			(10,000)	-	-	-	-
	Total		(47,417)	(36,107)	(14,050)	(14,763)	(15,487)

099 - Debt Service	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
November 2020 Plan Savings						
GO Actual Debt Service		12,409	42,143	62,413	62,387	65,371
GO Actual Debt Service.						
GO BAB Subsidy GO BAB Subsidy.		9,645	16,998	16,998	16,998	16,998
GO BAB Subsidy. GO Interest Earnings		4,218	1,025	1,475	1,500	750
GO Interest Earnings.		4,210	1,020	1,470	1,000	100
GO Projected Debt Service		(55,199)	(155,453)	(225,651)	(263,409)	(299,450)
GO Projected Debt Service.						
GO Refunding and Reofferings		(245,641)	(6,880)	(6,882)	(12,185)	(9,684)
GO Refunding and Reofferings. GO Variable Rate Interest		(71,309)	(15,643)	(15,643)	(15,643)	(11,876)
GO Variable Rate Interest.		(71,309)	(15,045)	(15,045)	(15,045)	(11,070)
TFA BAB Subsidy		4,234	5,266	5,031	5,031	5,031
TFA BAB Subsidy.			,	,	,	,
TFA Retention		(342,594)	(186,480)	(58,128)	(91,938)	(104,616)
TFA Retention.						
January 2021 Plan Savings						
GO Interest Earnings		(138)	148	250	525	425
GO Interest Earnings.						
<u>GO Liquidity Support</u>		(20,000)	(15,000)	-	-	-
GO liquidity support. <u>GO Projected Debt Service</u>			2,746	1,817	(6,544)	(21,407)
GO Projected Debt Service.		-	2,740	1,017	(0,544)	(21,407)
GO Refunding		(33,504)	(171,728)	(12)	(10)	(9)
GO Refunding.		(() - /	()	(-)	(-)
GO Variable Rate Interest		(102,469)	(95,426)	-	-	-
GO variable rate interest.						
TFA Retention		(59,198)	(47,149)	12,322	1,954	(13,072)
TFA retention.						
April 2021 Plan Savings						
Education Construction Fund		(20,505)	-	-	-	-
Education Construction Fund. GO BAB Subsidy		(207)				
GO BAB Subsidy.		(287)	-	-	-	-
<u>GO Interest Earnings</u>		888	(475)	(1,025)	(1,225)	(1,625)
GO Interest Earnings.		230	((.,)	(.,0)	(.,==)
-						

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099 - Debt Service (continued)	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
GO Liquidity Support Costs		(20,000)	-	-	-	-
GO Liquidity Support Costs.						
GO New Money Debt Service		-	40,903	63,304	63,288	63,289
GO New Money Debt Service.						
GO Projected Debt Service		-	(71,701)	(83,966)	(54,268)	(15,285)
GO Projected Debt Service.						
GO Reoffering Debt Service		798	22,707	22,356	22,356	22,356
GO Reoffering Debt Service.						
GO Swap Receipts		17,356	-	-	-	-
GO Swap Receipts.						
GO Variable Rate Interest		(49,170)	(14,103)	(23,974)	(23,974)	(23,974)
GO Variable Rate Interest.						
TFA BAB Subsidy		600	4,655	4,711	4,711	4,711
TFA BAB Subsidy.						
TFA Retention		(17,323)	(247,478)	(69,467)	(39,523)	(71,613)
TFA Retention.						
Total		(987,191)	(890,925)	(294,071)	(329,970)	(393,680)

101 - Public Advocate	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
January 2021 Plan Savings						
PS Savings Savings from accruals generated by vacant positions.		-	(16)	-	-	-
Total		-	(16)	-	-	-

102 - City Council	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
November 2020 Plan Savings <u>PS and OTPS Savings</u> Underspending in personal services and other than personal services.		(4,272)	-	-	-	-
January 2021 Plan Savings <u>OTPS Adjustment</u> Savings from a reduction in planned spending in various OTPS areas.		(1,530)	-	-	-	-
Total		(5,802)	-	-	-	-

103 - City Clerk	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
November 2020 Plan Savings						
<u>PS Savings</u> Underspending in personal services.		(211)	-	-	-	-
January 2021 Plan Savings						
PS Savings Less than anticipated spending in personal services.		(175)	(32)	-	-	-
April 2021 Plan Savings						
<u>Hiring Delays</u> Savings due to hiring delays.		(54)	-	-	-	-
Total		(440)	(32)	-	-	-
125 - Department for the Aging	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25

April 2021 Plan Savings					
Agency Accruals	(30,000)	-	-	-	-
Less than anticipated spending in DFTA programs.					
Total	(30,000)	-	-	-	-

City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
(1)	(64)	(85)	(85)	(85)	(85)
				. ,	. ,
	(500)	-	-	-	-
	(64)	-	-	-	-
	(159)	-	-	-	-
	-	(4,711)	-	-	-
	-	(1) (64) (500) (64) (59)	AS of 6/30/22 FY21 FY22 (1) (64) (85) (500) - (64) - (159) -	FY21 FY22 FY23 (1) (64) (85) (85) (500) - - (64) - - (1) (500) - - (1) (10) - - (10) (10) - - (11) (110) - - (110) (110) - - (110) (110) - - (110) - - - (110) - - - (110) - - - (110) - - - (110) - - -	As of 6/30/22 FY21 FY22 FY23 FY24 (1) (64) (85) (85) (85) (1) (64) - - - (1) (64) - - - (1) (1) (1) (1) (1) (1) (1) (1) (1) (1) (1) (1) (1) (1) (1)

126 - Department of Cultural Affairs (continued)		City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
Programmatic funding adjustment			(410)	-	-	-	-
Savings achieved through less than planned programmatic spending.	Total	(1)	(1,197)	(4,796)	(85)	(85)	(85)
127 - Financial Information Services Agency		City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
November 2020 Plan Savings							

November 2020 Plan Savings							
Hiring Freeze	(2)	-	-	-	-	-	
Hiring Freeze							
Postage Savings		(150)	(150)	-	-	-	
Savings from projected underspending in postage.							
January 2021 Plan Savings							
Hiring and Attrition Management		(322)	-	-	-	-	
Hiring and Attrition Management.							
Total	(2)	(472)	(150)	-	-	-	

131 - Office of Payroll Administration		City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
November 2020 Plan Savings							
Hiring Freeze		(1)	-	-	-	-	-
Hiring Freeze <u>Telecom Savings</u> Projected underspending in OPA's telecommunications budget.			(75)	-	-	-	-
Transit Benefit Program Savings Savings from Transit Benefit Program.			(100)	-	-	-	-
January 2021 Plan Savings							
Hiring and Attrition Management Hiring and Attrition Management.			(112)	-	-	-	-
April 2021 Plan Savings							
Transit Benefit Program Savings Savings from the Transit Benefit Program.			-	(50)	-	-	-
	Total	(1)	(287)	(50)	-	-	-

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132 - Independent Budget Office	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
November 2020 Plan Savings <u>Voluntary Furlough Savings</u> Savings volunteered by IBO to represent their portion of agency Managerial and OJ furlowed againse		(34)	-	-	-	-
furlough savings.	al	(34)	-	-	-	-

133 - Equal Employment Practices Commission	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
November 2020 Plan Savings <u>PS Savings</u> Underspending in personal services.		(22)	-	-	-	-
January 2021 Plan Savings <u>Hiring and Attrition Management</u> Hiring and Attrition Management.		(22)	-	-	-	-
Total		(44)	-	-	-	-

134 - Civil Service Commission	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
November 2020 Plan Savings PS Savings Understanding in personal continues		(42)	-	-	-	-
Underspending in personal services. January 2021 Plan Savings PS Savings		(41)	_	_	_	_
Less than anticipated spending in personal services. April 2021 Plan Savings		(41)	-	-	-	-
PS Savings Less than anticipated spending in personal services.		(41)	-	-	-	-
Total		(124)	-	-	-	-

136 - Landmarks Preservation Commission	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
January 2021 Plan Savings						
Hiring and Attrition Management Hiring and Attrition Management.		(19)	-	-	-	-
Permit Revenue Additional permit revenue based on year to date collections, and several large projects anticipated to file in the spring.		(214)	-	-	-	-
Tot	al	(233)	-	-	-	-

156 - NYC Taxi and Limousine Commission	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
November 2020 Plan Savings						
Hiring Freeze	(11)	-	-	-	-	-
Hiring freeze savings.						
January 2021 Plan Savings						
Contract Delays		(248)	(88)	-	-	-
Savings from delayed contract spending.		. ,	. ,			
FEMA Reimbursements		(245)	-	-	-	-
Funding swap for Federal reimbursement of COVID-19-related overtime and cleaning						
costs.						
Green Grants Adjustment		(16)	(1,266)	-	-	-
Savings from low utilization of TLC Accessible Street Hail Livery Grant Program.						
Hiring and Attrition Management		(333)	-	-	-	-
Hiring and Attrition Management.						
Tot	al (11)	(842)	(1,354)	-	-	-

226 - Commission on Human Rights	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
November 2020 Plan Savings						
<u>Hiring Freeze</u> Hiring freeze savings.	(2)	-	-	-	-	-
PS Accruals		(200)	(257)	-	-	-

226 - Commission on Human Rights (continued)	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
January 2021 Plan Savings						
Hiring and Attrition Management Hiring and Attrition Management.		(33)	-	-	-	-
OTPS Savings		(51)	(40)	-	-	-
OTPS savings. PS Accruals		(128)	(100)	-	-	-
PS accruals tied to hiring delays. Total	(2)	(412)	(397)	-	-	-

260 - Department of Youth and Community Development	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
November 2020 Plan Savings <u>Hiring Freeze</u> Headcount reduction resulting from hiring freeze.	(4)	(150)	(200)	(200)	(200)	(200)
January 2021 Plan Savings <u>Hiring and Attrition Management</u> Hiring and Attrition Management. <u>SONYC Summer</u> Suspend SONYC Summer programming.		(568) -	- (5,730)	-	-	-
April 2021 Plan Savings Agency Accruals Less than anticipated spending in DYCD programs.		(13,000)	-	-	-	-
April 2021 Plan Restorations <u>Restoration of SONYC Summer</u> Restoration of SONYC Summer programming. Tota	(4)	(13,718)	5,730 (200)	- (200)	- (200)	- (200)

312 - Conflicts of Interest Board	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
January 2021 Plan Savings <u>Hiring and Attrition Management</u> Hiring and Attrition Management.		(24)	-	-	-	-

312 - Conflicts of Interest Board (continued)	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
PS Accruals		(45)	(50)	-	-	-
PS accruals tied to hiring delays.						
Tot	al	(69)	(50)	-	-	-

313 - Office of Collective Bargaining	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
November 2020 Plan Savings						
<u>PS Savings</u> Underspending in personal services.		(8)	(8)	-	-	-
April 2021 Plan Savings						
PS Savings Less than anticipated spending in personal services.		(59)	-	-	-	-
Total		(67)	(8)	-	-	-

499 - Community Boards - All	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
January 2021 Plan Savings <u>PS and OTPS Savings</u> PS and OTPS Savings.		(238)	(448)	(8)	-	-
April 2021 Plan Savings PS and OTPS Savings Adjustment PS and OTPS savings adjustment.		(11)	11	-	-	-
Total		(249)	(437)	(8)	-	-

781 - Department of Probation	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
November 2020 Plan Savings						
<u>Hiring Freeze</u> Hiring freeze savings.	(14)	(567)	(755)	(755)	(755)	(755)
PS Accruals PS accruals.		(1,322)	(1,031)	-	-	-

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781 - Department of Probation (continued)		City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
Salary Differential Savings PS savings tied to deferred salary differential payments.			(297)	(297)	-	-	-
January 2021 Plan Savings							
Hiring and Attrition Management Hiring and Attrition Management.			(524)	-	-	-	-
OTPS Savings			(565)	(250)	-	-	-
OTPS savings. <u>PS Accruals</u> PS accruals tied to hiring delays.			(973)	(775)	-	-	-
April 2021 Plan Savings							
PS Accruals PS accruals tied to hiring delays.			(1,500)	-	-	-	-
	Total	(14)	(5,747)	(3,108)	(755)	(755)	(755)

801 - Department of Small Business Services	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
November 2020 Plan Savings						
CUNY 2X Tech Savings		(47)	(41)	-	-	-
Savings from the CUNY 2X tech program will be achieved by reducing administrative expenses.						
Hiring Freeze	(2)	(86)	(115)	(115)	(115)	(115)
Savings achieved as a result of the hiring freeze.						
Neighborhood Investment		-	(200)	-	-	-
Savings from neighborhood initiatives.						
NYC&Company Savings		(370)	(370)	-	-	-
NYC & Co. achieved savings from a reduction in their marketing campaign and by						
delaying the opening of international offices.		(70)	(70)			
OER Savings		(70)	(70)	-	-	-
OER will achieve savings from delayed Jumpstart project schedule. <u>Training Savings</u>		(1,000)	(224)			
Savings from the Construction Safety training program due to lower than expected		(1,000)	(224)	-	-	-
demand for training.						
Waterfront Permits Savings		(51)	_	-	-	_
Savings from waterfront permits program through reduction of consulting services.		(-)				

801 - Department of Small Business Services (continued)	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
January 2021 Plan Savings						
City Council Savings		(300)	-	_	-	-
Savings achieved due to re-estimates in discretionary contracts with vendors.		()				
Construction Safety Savings		(1,000)	-	-	-	-
Savings from the Construction Safety initiative as a result of an extended compliance						
timeline and lower demand due to the COVID-19 pandemic.						
Hiring and Attrition Management		(151)	-	-	-	-
Hiring and Attrition Management.						
OER Savings		(53)	(99)	-	-	-
OER will achieve savings from delayed Jumpstart project schedule.						
Programmatic Adjustments		(190)	(70)	-	-	-
Savings from various programs achieved through a reduction in administrative						
expenses.						
PS Savings		(300)	-	-	-	-
Savings from PS accruals.						
TGI Savings		(91)	-	-	-	-
TGI will achieve savings from the deferral of technology investments and the						
reduction of security personnel and ferry services.		(222)	(4.9.9.)			
Waterfront Permits Savings		(300)	(100)	-	-	-
Savings from the Waterfront Permits program will be achieved by foregoing						
consulting services.						
April 2021 Plan Savings						
NYC COVID-19 Response Fund		(4,000)	-	-	_	_
EDC will provide savings from unspent funding in the NYC COVID-19 Response		(1,000)				
Fund.						
Annil 2024 Plan Destantions						
April 2021 Plan Restorations						
Restoration of City Council Savings		300	-	-	-	-
Restoration of City Council discretionary savings.						
Restoration of NYC & Company Savings		370	370	-	-	-
Restoration of NYC & Company Savings.						
Total	(2)	(7,340)	(918)	(115)	(115)	(115)

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806 - Housing Preservation and Development	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
November 2020 Plan Savings						
Hiring Freeze	(6)	(121)	(162)	(162)	(162)	(162)
Savings from hiring freeze and vacancy reduction. NYC15 BPCA			(2,766)			_
Schedule Battery Park City Authority Housing Trust Fund dollars for the NYC15		-	(2,700)	-	-	-
program.						
January 2021 Plan Savings						
DNP Reallocation Savings Savings from Division of Neighborhood Preservation staff reallocation to CDBG.	(15)	(945)	(1,619)	-	-	-
Hiring and Attrition Management		(121)	-	-	-	-
Hiring and Attrition Management. <u>Owner Outreach Re-estimate</u>		(500)	-	-	-	-
Savings resulting from leveraging additional federal funds for owner outreach						
programs.						
April 2021 Plan Savings		()				
Hiring Delays Savings due to hiring delays.		(500)	-	-	-	-
Temporary Staff Contract Re-estimate		(300)	-	-	-	-
Savings from a re-estimate based on utilization of a current development temporary		()				
staffing contract.						
Tota	(21)	(2,487)	(4,547)	(162)	(162)	(162)

810 - Department of Buildings	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
November 2020 Plan Savings						
Contract Savings		-	(4,100)	-	-	-
Savings from delaying the restart of the Waterfront Code and Existing Building Code contracts.						
Hiring Freeze	(5)	(289)	(386)	(386)	(386)	(386)
Hiring Freeze. PS Savings		-	(2,700)	-	-	-
Underspending in personal services.			(_,,			
January 2021 Plan Savings						
Hiring and Attrition Management Hiring and Attrition Management.		(561)	-	-	-	-

810 - Department of Buildings (continued)	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
PS Savings		(1,900)	(4,900)	-	-	-
PS savings from accruals and other reductions in personal services.						
April 2021 Plan Savings						
PS Savings		(500)	-	-	-	-
PS savings based on spending re-estimates.						
То	al (5)	(3,250)	(12,086)	(386)	(386)	(386)

816 - Department of Health and Mental Hygiene	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
November 2020 Plan Savings						
Hiring Freeze Hiring Freeze	(31)	(1,159)	(1,545)	(1,545)	(1,545)	(1,545)
January 2021 Plan Savings						
Administrative Funding Shift Shifts administrative costs from City to one-time Federal funding from COVID-19		(4,000)	(4,000)	-	-	-
grants. <u>Hiring and Attrition Management</u> Hiring and Attrition Management.		(3,385)	-	-	-	-
Lease Savings Projected savings due to credited prior year lease payments for DOHMH Gotham		(1,248)	-	-	-	-
location. <u>Non-COVID Media</u> Re-estimate in City funds for public health campaigns due to new federal COVID		(3,200)	-	-	-	-
grants. <u>One-Time Revenue</u> Recognizes one-time, prior year grant revenue from federal sources.		(12,600)	-	-	-	-
Savings due to a slow down in the production of new supportive housing units due to COVID-19.		(6,000)	-	-	-	-
April 2021 Plan Savings						
OTPS Savings OTPS Savings.		(2,100)	-	-	-	-
Tot	al (31)	(33,691)	(5,545)	(1,545)	(1,545)	(1,545)

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819 - Health + Hospitals	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
January 2021 Plan Savings						
Reimbursement for City Service Additional payment from H+H for the reimbursement of City's debt service.		(212,378)	-	-	-	-
Total		(212,378)	-	-	-	-

820 - Office of Administrative Trials and Hearings	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
November 2020 Plan Savings						
Hiring Freeze	(3)	(117)	(157)	(157)	(157)	(157)
Hiring freeze savings. OTPS Re-estimate		(530)	-	-	-	-
Lower than anticipated spending in various OTPS areas. <u>PS Savings</u> Underspending in personal services.		(1,268)	-	-	-	-
January 2021 Plan Savings						
Hiring and Attrition Management Hiring and Attrition Management.		(407)	-	-	-	-
PS Savings Less than anticipated spending in personal services.		(1,743)	-	-	-	-
April 2021 Plan Savings						
OTPS Savings Less than anticipated spending in other than personal services.		(1,466)	-	-	-	-
PS Savings Less than anticipated spending in personal services.		(279)	-	-	-	-
Tota	I (3)	(5,810)	(157)	(157)	(157)	(157)

826 - Department of Environmental Protection	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
November 2020 Plan Savings <u>Contract Savings</u> Contract delays and savings for activities on Arterial Highways and the Mayor's Office of Sustainability.		(711)	(155)	-	-	-

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826 - Department of Environmental Protection (continued)	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
PS Savings	(1)	(309)	(309)	-	-	-
Underspending in personal services.						
Water Fountain Installations		(115)	(115)	-	-	-
Savings tied to program delays for water fountain installations.						
January 2021 Plan Savings						
Contract Savings		(580)	(400)	-	-	-
Contract savings for activities on Arterial Highways.						
PS Savings	(1)	-	(200)	-	-	-
Savings due to reduced overtime spending and delays in filling tax levy funded						
positions.						
Water Fountain Installations		-	(84)	-	-	-
Savings tied to program delays for water fountain installations.						
Т	otal (2)	(1,716)	(1,263)	-	-	-

827 - Department of Sanitation	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
November 2020 Plan Savings						
Environmental Landfill Gas Additional revenue from the sale of credits for landfill gas collected at Fresh Kills		(222)	-	-	-	-
landfill. <u>Hiring Freeze</u> Hiring freeze savings.	(3) C	(180)	(240)	(240)	(240)	(240)
Landfill Closure & Care Closure and post-closure care costs at Fresh Kills Landfill are projected to be lower		(2,000)	-	-	-	-
than previously budgeted. <u>Organics Program Suspension</u> Continue suspension of organics collection program Citywide.	(198) U	-	(18,579)	-	-	-
<u>Uniformed Salary Savings</u> Savings realized from delays in hiring and promotions.		-	(189)	-	-	-
January 2021 Plan Savings						
Fresh Kills Landfill Gas Revenue Additional revenue from the sale of credits for landfill gas collected at Fresh Kills landfill.		(4,161)	-	-	-	-
Hiring and Attrition Management Hiring and Attrition Management.		(1,027)	-	-	-	-

C = Civilian, U = Uniform
827 - Department of Sanitation (continued)	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
Landfill Closure & Care		(2,000)	(9,150)	-	-	-
Closure and post-closure care costs at Fresh Kills Landfill are projected to be lower						
than previously budgeted. Outsource Sunday and Holiday Security			(3,985)	(3,985)	(3,985)	(3,985)
Utilization of contracted security guards to provide security on Sundays and holidays		-	(3,905)	(3,905)	(3,905)	(3,905)
at Sanitation garages.						
Street Sweeping Frequency Reduction	(41) U	-	(1,926)	(2,017)	(2,102)	(2,288)
Reduces mechanical broom service on residential streets to one time per week.						
April 2021 Plan Savings						
Queens 1 Garage Lease Re-estimate		(4,192)	-	-	-	-
Re-estimate of lease funding for the Queens 1 Sanitation Garage.						
April 2021 Plan Restorations						
Restoration of Sunday & Holiday Security Outsourcing		-	3,985	3,985	3,985	3,985
Reversal of initiative to utilize contracted security guards to provide security on			,	,	,	,
Sundays and holidays at Sanitation garages.						
Total	(239) U	(13,782)	(30,084)	(2,257)	(2,342)	(2,528)
	(3) C					

829 - Business Integrity Commission	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
November 2020 Plan Savings						
OTPS Savings		-	(52)	-	-	-
OTPS savings.		(222)	(50)			
PS Accruals PS accruals.		(228)	(50)	-	-	-
January 2021 Plan Savings						
OTPS Savings		(39)	-	-	-	-
OTPS savings.		(00)	(100)			
PS Accruals PS accruals tied to hiring delays.		(88)	(100)	-	-	-
Total		(355)	(202)	-	-	-

836 - Department of Finance	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
January 2021 Plan Savings						
Hiring and Attrition Management		(1,174)	-	-	-	-
Hiring and Attrition Management. <u>Lidar Data Capture</u> Geospatial Data Intelligence Group (GDIG) of the Department of Finance will use geospatial technology and data to automate the mass extractions of building features,		-	-	(12,000)	(12,000)	(12,000)
facades, and neighborhood attributes to improve and supplement the assessment. <u>Revocable Consents</u> The Department of Finance will include in the valuation a class of real property known as revocable consents. Revocable consents are found under streets, sidewalks and other public access areas that are administered by the NYC Department of Transportation (DOT).		-	(28,415)	(28,415)	(28,415)	(28,415)
April 2021 Plan Savings						
<u>Revocable Consents</u> Include revocable consents, which are public access areas administered by the Department of Transportation, in the valuation of real property.		-	(9,455)	(12,099)	(12,099)	(12,099)
Tota	al	(1,174)	(37,870)	(52,514)	(52,514)	(52,514)
841 - Department of Transportation	City Personnel	FY21	FY22	FY23	FY24	FY25

841 - Department of Transportation	as of 6/30/22	FY21	FY22	FY23	FY24	FY25
November 2020 Plan Savings						
Barrier Beautification Reduction		(100)	(100)	-	-	-
Reduction of Green Wave barrier beautification program.						
Bikeshare Revenue		(113)	(100)	-	-	-
Occupancy fee and ridership revenue from the Bikeshare program.						
Contract Savings		-	(375)	-	-	-
Savings from lower traffic Engineering Services Agreement contract spending.						
Energy Savings		(250)	-	-	-	-
Savings from reduced energy use.						
Expand Parking Meter Areas		-	(1,997)	(2,960)	(2,960)	(2,960)
Revenue to be realized from the establishment of new metered spaces in two parking						
fields and revenue from a recently opened parking field.						
Federal Funding Switch		-	(560)	-	-	-
DOT will use existing Federal funding for contracted rescue boat services during						
repairs on City bridges.						

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841 - Department of Transportation (continued)	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
Hart Island Ferry Services Savings	(5)	-	-	-	-	-
DOT is reducing headcount supported by DSS funding, resulting in reimbursement						
savings for DSS Ferry Deckhand expenditures.						
Hiring Freeze	(3)	(2,487)	(147)	(84)	(84)	(84)
Hiring freeze savings.						
IFA Funding Switch		(242)	(429)	-	-	-
Funding source switch for City employees from City Tax Levy to IFA.						
Insource Environmental Review		(289)	(341)	-	-	-
Complete Green Wave environmental review with in-house resources.						
Lower Level Boarding Closure		(624)	-	-	-	-
Operational savings from continued closure of Staten Island Ferry lower-level						
boarding at Whitehall Terminal.			((
Materials Savings		-	(1,000)	-	-	-
Reduction of material purchase for arterial roadway maintenance.		(()	(()			
Office Supply Savings		(138)	(139)	-	-	-
Reduction in office supply purchases.			(0.500)	(2.2.4.4)	(0.0.4.0)	(0.044)
Parking Revenue from Clear Curbs		-	(2,508)	(3,344)	(3,344)	(3,344)
Parking meter revenue from the addition of parking spaces, parking hours, and						
change in parking duration to promote accessibility and meet demand.			(1,000)			
Reduce Capitally Ineligible Funds		-	(1,000)	-	-	-
Reduction of expense funding for capitally ineligible components of projects.		(4.050)	(4.050)	(4.050)	(4.050)	(4.050)
Re-estimate of street opening permit revenue Additional Street Opening permit revenue due to sustained construction activity.		(1,050)	(1,050)	(1,050)	(1,050)	(1,050)
	(7)		(1.067)			
State Funding Switch Offset City expenditures on guiderail crew with State CHIPS grant.	(7)	-	(1,267)	-	-	-
			(150)			
Study Delay		-	(150)	-	-	-
Contract delays associated with the study of City-owned arterial highway drainage assets.						
Surplus Reduction		(103)				
Surplus reduction for traffic operations.		(103)	-	-	-	-
Travel Reduction		_	(107)	_	_	_
Reduction of non-overnight travel.		_	(107)	_	_	-
Vacancy Reduction	(1)	(182)	(182)	(182)	(182)	(182)
Reduction in vacancies.	(1)	(102)	(102)	(102)	(102)	(102)
Vision Zero Media Reduction		_	(2,000)	-	_	-
Funding reduction for Vision Zero media budget.			(2,000)			
January 2021 Plan Savings						
Arterial highway drainage study delay		(580)	-	-	-	-
Savings due to delay of arterial highway drainage study.		. ,				

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841 - Department of Transportation (continued)	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
Bikeshare Revenue		(513)	-	-	-	-
Additional occupancy fee and ridership revenue from the Bikeshare program.						
Hiring and Attrition Management		(6,091)	-	-	-	-
Hiring and Attrition Management.						
OTPS funding reduction		(4,980)	(8,118)	-	-	-
Realignment of various contracts and other OTPS.						
Prior Year Cash Receipts		(1,669)	-	-	-	-
Prior Year Revenue Recognition.						
Staff Restructuring		(78)	(156)	(156)	(156)	(156)
Position eliminated through staff restructuring.						
Switch Admin Overhead Revenue		(1,096)	(1,145)	-	-	-
Reflect administrative overhead revenue for sidewalk program.						
April 2021 Plan Savings						
Prior Year Revenue		(622)	-	-	-	-
Prior Year Revenue.						
Speed Camera Operations		(2,443)	-	-	-	-
Less than anticipated spending on speed camera operations and maintenance						
contracts.						
Tota	l (16)	(23,649)	(22,871)	(7,776)	(7,776)	(7,776)

City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
(46)	-	(1,000)	(1,000)	(1,000)	(1,000)
	-	(1,250)	-	-	-
	-	(1,000)	-	-	-
	-	(11,000)	-	-	-
	-	(5,000)	-	-	-
	as of 6/30/22	as of 6/30/22	as of 6/30/22 FY21 FY22 (46) - (1,000) - (1,250) - (1,000) - (11,000)	FY21 FY22 FY23 (46) - $(1,000)$ $(1,000)$ - $(1,250)$ - - $(1,000)$ - - $(1,000)$ - - $(1,000)$ - - $(1,000)$ - - $(1,000)$ -	$r_{as of 6/30/22}$ r_{Y21} r_{Y22} r_{Y23} r_{Y24} (46) - (1,000) (1,000) (1,000) - (1,250) - - - (1,000) - - - (1,000) - - - (1,000) - -

846 - Department of Parks and Recreation (continued)	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
Hiring and Attrition Management		(2,097)	-	-	-	-
Hiring and Attrition Management.						
April 2021 Plan Savings						
COVID19 Straight Time CTL/Federal Swap		(17,000)	-	-	-	-
CTL takedown associated with Federal CARES funding for Parks' COVID19 eligible						
staffing costs.						
OTPS Accrual Savings		(500)	-	-	-	-
Parks will realize OTPS savings in FY21 tied to less than anticipated spending.						
То	tal (46)	(19,597)	(19,250)	(1,000)	(1,000)	(1,000)

850 - Department of Design and Construction	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
November 2020 Plan Savings						
OTPS Re-estimate Re-estimate of anticipated spending in various OTPS areas.		(53)	(553)	-	-	-
January 2021 Plan Savings						
Hiring and Attrition Management		(14)	-	-	-	-
Hiring and Attrition Management. <u>Project Re-estimates</u> Re-estimates of cost associated with DDC-managed projects for the libraries and		(419)	(432)	-	-	-
cultural institutions.						
Tota	1	(486)	(985)	-	-	-

856 - Department of Citywide Administrative Services	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
November 2020 Plan Savings						
Agency Energy Personnel Savings from delays in hiring agency energy management personnel.		-	(2,330)	-	-	-
Board of Standards and Appeals Lease Savings		-	(103)	-	-	-
Lease savings achieved through relocating to City-owned building. <u>Hiring Freeze</u>	(9)	(380)	(506)	(506)	(506)	(506)
Hiring freeze savings.		(0, (0,0))				
PS Savings Underspending in personal services.		(3,432)	-	-	-	-

856 - Department of Citywide Administrative Services (continued)	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
Real Time Vehicle Tracking		(245)	(245)	-	-	-
Vehicle tracking spending will be reduced as the City reduces its fleet size. Savings		()	(=)			
will also be achieved through suspending tracking of specialized seasonal vehicles.						
Retro-Commissioning Savings		-	(1,750)	-	-	-
Savings achieved by combining planned expense-funded agency energy efficiency						
projects into larger capital projects. <u>Training Reduction</u>			(874)			
The agency will pause the expansion of the number of trainings and external		-	(874)	-	-	-
consultant projects.						
January 2021 Plan Savings						
Agency Energy Personnel Savings		(2,826)	-	-	-	-
Less than anticipated spending in the Agency Energy Personnel program.						
Board of Standards and Appeals Lease Savings		-	(104)	-	-	-
Lease savings.			(1 704)			
<u>Contractual Security Reduction</u> Reduction in contractual security spending at City-owned buildings.		-	(1,721)	-	-	-
Energy Management Project Pre-Scoping		(2,000)				
Less than anticipated spending in energy project pre-scoping.		(2,000)	-	-	-	-
ExCEL Savings		(2,735)	-	-	-	-
Savings from a re-estimate in the Expenses for Conservation and Efficiency		(_,: 00)				
Leadership (ExCEL) Program.						
Hiring and Attrition Management		(1,615)	-	-	-	-
Hiring and Attrition Management.						
IT Re-Estimate		(185)	(45)	-	-	-
Re-estimate of IT costs.						
PS Savings - Energy Management		(854)	-	-	-	-
Less than anticipated spending in personal services. PS Savings		(2,220)	(748)			
Less than anticipated spending in personal services.		(2,220)	(740)	-	-	-
April 2021 Plan Savings						
		(00)	(07)			
Discretionary Funding Reduction Reduction in discretionary funding.		(83)	(97)	-	-	-
Energy Management Surplus		(7,255)	_	_	_	_
Savings achieved through project delays encountered by the Energy Management		(1,200)	-	-	-	-
division.						
Non-Public School Security Surplus		(5,000)	-	-	-	-
Re-estimate of costs for the Non-Public School Security program.		-				

856 - Department of Citywide Administrative Services	Cit	y Personnel					
(continued)		s of 6/30/22	FY21	FY22	FY23	FY24	FY25
PS Savings from the Board of Standards and Appeals			(98)	-	-	-	-
Personal services savings from the Board of Standards and Appeals.							
Тс	otal	(9)	(28,928)	(8,522)	(506)	(506)	(506)
858 - Department of Information Technology and Telecom.		y Personnel s of 6/30/22	FY21	FY22	FY23	FY24	FY25
November 2020 Plan Savings							
Hiring Freeze		(7)	(495)	(661)	(661)	(661)	(661)
Hiring freeze savings. Industry Development - MOME			(274)				
MOME will achieve savings through transitioning to virtual programming.			(274)	-	-	-	-
OTPS Underspending			(3,717)	-	-	-	-
Underspending in IT services. PS Savings			_	(4,504)	_	_	_
Underspending in personal services.				(+,00+)			
<u>Women's Fund for Media Grant - MOME</u> MOME will defer the issuance of grants to FY22.			(500)	-	-	-	-
January 2021 Plan Savings							
Agency-Wide Savings			(6,500)	(3,455)	-	-	-
Savings across the agency.			(4.020)				
Hiring and Attrition Management Hiring and Attrition Management.			(1,938)	-	-	-	-
OTPS Savings			(1,000)	-	-	-	-
Savings from a reduction in planned spending in various OTPS areas for the NYC Cyber Command (NYC3).							
PS Savings			(5,268)	(635)	-	-	-
Savings from accruals generated by vacant positions.				. ,			
<u>Women's Fund for Media - MOME</u> MOME will achieve savings from the Incentive Fund by deferring the issuance of			(745)	-	-	-	-
grants to FY22.							
April 2021 Plan Savings							
MOME Savings MOME will realize savings from its Industry Promotions Campaign due to a decrease			(100)	-	-	-	-
in local industry events as a result of the COVID-19 crisis.		<i>(</i>)	(00)	(a c = - `	(((00)
Тс	otal	(7)	(20,537)	(9,255)	(661)	(661)	(661)

860 - Department of Records and Information Services	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
November 2020 Plan Savings						
ERMS Contract Negotiation		-	(583)	-	-	-
Savings achieved through contract negotiation for the electronic records management system.						
Hiring Freeze	(1)	(22)	(29)	(29)	(29)	(29)
Hiring freeze savings.			()			()
January 2021 Plan Savings						
Hiring and Attrition Management		(91)	-	-	-	-
Hiring and Attrition Management.		(402)				
Lease Savings Lease savings.		(493)	-	-	-	-
PS Savings		(15)	-	-	-	-
Less than anticipated spending in personal services.						
April 2021 Plan Savings						
Electronic Records Management System Re-estimates		-	(401)	(401)	(401)	(401)
Lower than anticipated cost for the rollout of an electronic records management system.						
PS and OTPS Savings		(107)	-	-	-	-
Less than anticipated spending in personal services and other than personal services.						
Total	(1)	(728)	(1,013)	(430)	(430)	(430)
866 - Department of Consumer and Worker Protection	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
November 2020 Plan Savings						
Hiring Freeze	(2)	(118)	(158)	(158)	(158)	(158)
Hiring freeze savings.			(500)			
OTPS Savings OTPS savings.		-	(526)	-	-	-
Telecom Savings		-	(224)	-	-	-
Savings tied to anticipated reduction in cell phone lines and data plans.						

866 - Department of Consumer and Worker Protection (continued)	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
January 2021 Plan Savings						
Hiring and Attrition Management Hiring and Attrition Management.		(509)	-	-	-	-
Total	(2)	(627)	(908)	(158)	(158)	(158)

941 - Public Administrator - Manhattan	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
January 2021 Plan Savings						
PS Accruals PS accruals tied to hiring delays.		(45)	-	-	-	-
Tota		(45)	-	-	-	-

944 - Public Administrator - Queens	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
January 2021 Plan Savings PS Accruals		(23)				
PS accruals tied to hiring delays.			-	-	-	-
Total		(23)	-	-	-	-

992 - Citywide Savings Initiatives	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
November 2020 Plan Savings						
Discretionary Training Freeze		(1,427)	-	-	-	-
Freeze on non-mandated DCAS trainings in FY21. Vehicle Purchase Freeze		(30,044)	(50,545)	-	-	-
Freeze on vehicle purchases that are not critical to life and safety.						
January 2021 Plan Savings Hiring and Attrition Management	(4,937)	-	(292,088)	(351,005)	(357,357)	(363,816)
Hiring and Attrition Management.			()	()		()
Office Supplies Spending Savings achieved by a reduction in spending on office supplies.		(2,807)	-	-	-	-

992 - Citywide Savings Initiatives (continued)		City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
April 2021 Plan Savings							
Energy Savings Re-estimate of heat, light, power, and fuel usage.			(57,793)	(9,099)	(57,620)	(74,181)	(77,173)
Enterprise Licensing Agreement Savings associated with the realignment of an enterprise licensing agreement citywide, utilizing capital funding where possible.			(1,822)	-	-	-	-
April 2021 Plan Restorations							
Partial Restoration of Hiring and Attrition Management Partial restoration of a 3 for 1 to a 2 for 1 hiring and attrition management savings.		485	-	37,938	35,928	37,135	38,366
· · · · · · · · · · · · · · · · · · ·	Total	(4,452)	(93,894)	(313,794)	(372,697)	(394,403)	(402,623)
		City Personnel					

998 - OTPS Inflation	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25	
January 2021 Plan Savings							
OTPS Inflation Adjustment OTPS Inflation Adjustment.		-	(50,519)	(50,519)	(50,519)	(33,443)	
Total		-	(50,519)	(50,519)	(50,519)	(33,443)	

III.

Summary of Restorations by Agency

Restorations by Agency

\$ in 000's; included in Section II

040 - Department of Education		City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
April 2021 Plan Restorations							
Restoration of 3-K Delay			-	43,800	-	-	-
Restoration of temporary hold on expansion of 3-K.							
Restoration of Per Session Savings			-	21,000	-	-	-
Restoration of Per Session Savings.							
Restoration of Temporary FSF Reduction			-	150,000	-	-	-
Restoration of temporary reduction of FSF allocations.				·			
	Total		-	214,800	-	-	-

056 - Police Department	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
April 2021 Plan Restorations Restoration of Fuel Savings		1 500	2.079			
Restoration of fuel savings.		1,500 1,500	2,978 2,978	-	-	-

260 - Department of Youth and Community Development	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
April 2021 Plan Restorations						
Restoration of SONYC Summer Restoration of SONYC Summer programming.		-	5,730	-	-	-
Tot	al	-	5,730	-	-	-

801 - Department of Small Business Services	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
April 2021 Plan Restorations						
Restoration of City Council Savings Restoration of City Council discretionary savings.		300	-	-	-	-
Restoration of NYC & Company Savings Restoration of NYC & Company Savings.		370	370	-	-	-
Total		670	370	-	-	-

Restorations by Agency

\$ in 000's; included in Section II

827 - Department of Sanitation	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
April 2021 Plan Restorations Restoration of Sunday & Holiday Security Outsourcing Reversal of initiative to utilize contracted security guards to provide security on Sundays and holidays at Sanitation garages.		-	3,985	3,985	3,985	3,985
	tal	-	3,985	3,985	3,985	3,985
992 - Citywide Savings Initiatives	City Personnel as of 6/30/22	FY21	FY22	FY23	FY24	FY25
April 2021 Plan Restorations						
Partial Restoration of Hiring and Attrition Management Partial restoration of a 3 for 1 to a 2 for 1 hiring and attrition management savings.	485	-	37,938	35,928	37,135	38,366