

Energy Efficiency Operations & Maintenance Plan

August 25, 2010



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Introduction

The Energy Efficiency Operations & Maintenance (EEOM) plan will increase energy efficiency in New York City's municipal buildings through no and low cost maintenance and operational changes. Its implementation is expected to reduce citywide energy usage by 10 to 15 percent per year resulting in savings of at least \$51 million dollars and greenhouse gas (GHG) emissions reductions of 185,000 metric tons annually. This reduction represents over 11% of the City's goal to reduce GHG emissions by 30 percent by 2017. The EEOM plan will enhance the City's energy management program by focusing on preventative maintenance (PM), training and outreach, and management and accountability.

The plan has three key objectives:

1. Repair, maintain and operate existing equipment as efficiently as possible
2. Increase training and outreach to improve skills and raise energy awareness
3. Provide management oversight, accountability and transparency

The EEOM plan is funded through a \$22 million American Recovery and Reinvestment Act (ARRA) grant in FY2011 and FY2012 and PlaNYC funding thereafter. In addition, to facilitate these efforts some of the largest City Agencies will receive funding for Energy Managers.

The Department of Citywide Administrative Services (DCAS) Division of Energy Management (DEM) will roll out the plan Citywide, beginning with the agencies with the biggest portfolio of large buildings. The first seven agencies (DCAS, DOE, DOC, DPR, DSNY, FDNY and NYPD) represent approximately half of the City's building portfolio and 75% of its buildings over 50,000 square feet. The first phase of the EEOM plan will be complete by the end of December 2010. A detailed timeline is provided in Appendix 1 – Program Timeline.

Repair, Maintain and Operate Existing Equipment Efficiently

Operating existing equipment as efficiently as possible requires reevaluating current operating standards in every City facility. Agencies need to review equipment scheduling, building set points, temperature standards and other easily adjusted, no and low cost operating parameters to reduce energy use.

An effective PM program will keep equipment operating at optimal efficiency. The program includes performing regular (i.e. weekly, monthly, quarterly and yearly) maintenance tasks as well as keeping records of scheduled work. DCAS will provide tools that enable agencies to better organize and monitor facilities and operations and will support preventative maintenance through citywide requirements contracts.

Citywide Requirements Contract

DCAS DEM will partner with the other City agencies to deliver maintenance services through better utilization of existing and possibly new citywide requirements contracts. Requirements contracts provide a mechanism to deliver resources quickly while maintaining a high level of control and centralized accounting, record keeping and audit ability thus ensuring reporting compliance with ARRA. Based on discussions and feedback from agencies, requirements contracts will streamline and consolidate many similar agency needs at the City level.

DCAS DEM will coordinate access to services through existing requirements contracts with a potential value of \$11 million dollars over the next two years. DCAS DEM will authorize work in response to agency requests and account for individual task orders. The request system mirrors a grant process. Agencies will request services (task orders) that conform to DCAS DEM specified conditions. The conditions will ensure task orders are appropriate, planned and scheduled, and that auditing and reporting tasks are completed. This type of information tracking is essential for compliance with the terms and conditions of the ARRA grant and will also provide data to track the effectiveness of the program and further inform future decisions or feed expected outcome modeling software.

DCAS will focus on the following specific work categories:

- Pneumatic Control System Calibration & Repairs
- Pipe Insulation
- Boiler Efficiency Testing and Tune up
- Steam Trap and Radiator Valve Repair
- Lighting Sensors
- Weatherization

Task orders will concentrate on agency buildings that are greater than 50,000 gross square feet the first year. However, based on first year experience, the minimum building size may be lowered. DCAS will work with agencies to prioritize buildings most in need of PM support, likely those with lower benchmarking scores.

EEOM Tools

DCAS, with the help of consultants and the staff of 16 pilot facilities in two agencies, created new tools to support improved operations and preventative maintenance. The tools are meant to provide a comprehensive and coordinated approach to achieving the energy consumption and greenhouse gas reduction goals through improved O&M. The tools, an Operations & Maintenance Planning Application (OMPA), Computerized Maintenance Management Systems (CMMS) and Energy Enterprise Metering System (EEMS), are detailed below.

Operations & Maintenance Planning Application Tool

The Operations & Maintenance Planning Application is an Excel based planning tool that enables users to document, organize and analyze information related to building systems and energy usage. Specific applications include:

- Maintaining building systems and staffing information
- Setting benchmark energy consumption
- Tracking meter reading data by utility
- Setting target energy usage and tracking performance
- Maintaining preventative maintenance logs
- Assessing preventative maintenance resource needs (materials and labor)

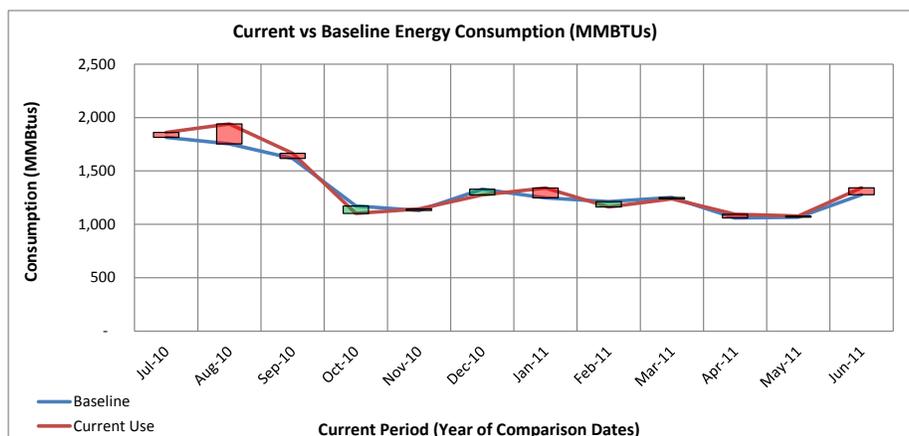
The tool aids facilities in tracking and predicting consumption against benchmarks and goals. It provides charts and graphs so that facility operators and agencies will be better informed decision makers. Tool training is under development and will coincide with the EEM plan rollout. A sample summary report of key information in the tool is presented below. Each agency will consolidate summary facility OMPA results and report to DCAS.

Operations and Maintenance Summary Report

General Facility Information	
Facility Name	Sample Building
OEC Building Number	101332
Facility Gross Square Footage	180000
Facility BBL	1, 670, 50
Facility BIN	1012267
Facility Construction Date	1991
Average Daily Operating	7.50

Key Facility Personnel Contact Information	
Name	Title
Insert Agency Level Name	Insert Title
Insert Agency Level Name	Insert Title
Insert Agency Level Name	Insert Title
Insert Facility Manager Name	Insert Title
Insert Custodian/SSE Name	Insert Title

Current Performance						
	Targets	Target Energy Use (MMBTUs)	Actual Energy Use (MMBTUs)	Target CO _{2e} (metric tons)	Actual CO _{2e} (metric tons)	Actual Percent Above/Below Baseline
Total	Baseline	15,930	16,244	1,636	1,669	2%
	5%	15,133	5% Target Not Met	1,555	5% Target Not Met	
	10%	14,337	10% Target Not Met	1,473	10% Target Not Met	
	15%	13,540	15% Target Not Met	1,391	15% Target Not Met	



Computerized Maintenance Management Systems

To better schedule and track PM efforts, increased awareness and spending on repairs should be accompanied by increased emphasis on Computerized Maintenance Management Systems (CMMS). Currently, some agencies use CMMS, though some agencies' CMMS installations are out-of-date, and some have only partially deployed the systems. These agencies tend to use these systems to respond to demand maintenance and emergencies, but not for scheduled PM. Part of the EEOM plan includes deployment of new or upgrading of existing CMMS.

Deployment of CMMS to the seven agencies is expected to take approximately two years.

Energy Enterprise Metering System

Measuring energy consumption in real time and delivering that information to end users requires the deployment of a citywide Energy Enterprise Metering System (EEMS). The City is developing EEMS based on existing technologies, products and infrastructure. The system will measure consumption at the facility and agency levels and through installed meters or utility databases collect and push data to enterprise software. The enterprise software will deliver the information in appropriate form to various operating and management levels as required throughout the agency. EEMS will work with other interoperable control networks to automatically control energy consuming equipment through existing facility based Energy Management Control Systems (EMCS). Electric, steam, fuel oil, and natural gas meters and the network devices to support them will be installed in over 20 buildings by March, 2011. Additional meter procurement and deployment will begin in April, 2011.

The Energy Enterprise Metering System will make real time data available which inform decisions about building operations and maintenance to reduce energy consumption. Similarly, this real time data will help ensure participants in Peak Load Management programs are meeting their targets and allow building managers to make operational adjustments to reduce their energy load. Additionally, implementation of these systems will help prepare the City for better integration of emerging Smart Grid and other related technologies.

Increase Training and Outreach to Improve Skills and Raise Awareness

Skill development and increased awareness through training and outreach are an essential component of improved building operations. Success depends not only on facilities engineers, but also on management, building occupants and support services staff such as security and housekeeping. DCAS offers facilities operator training through the City's traditional training process located at the Citywide Training Center (CTC). Agencies will be required to send appropriate staff to training.

Training

DCAS currently offers a variety of training programs to help City employees develop skills necessary for successful building operations and maintenance: Overview of Building Systems, Building Operator Certification - Level 1, Building Operator Certification - Level 2, and the Certified Energy Manager Program. Over 300 employees have enrolled in the available courses, but there are many more that

need training. DCAS will work with agencies to develop training strategies that will reach more employees potentially through alternative delivery methods such as, ‘train-the-trainer’ programs, agency located and shift specific training. Where appropriate, DCAS will look into union sponsored training opportunities.

Not all courses are appropriate for all agency personnel. Individuals may need other City sponsored training to prepare for the courses, such as Microsoft Excel. Additional preparation courses are also available at the (CTC). The agency’s Energy Manager is responsible to identify training needs and prepare training plans and schedules that provide training for not less than a certain percent of the agencies facilities operating personnel.

Outreach

Energy awareness and outreach programs directed at building occupants are vital to reaching the City’s GHG reduction goals. DCAS DEM outreach staff will be responsible for developing materials and programs that facilitate and increase energy awareness of individuals not normally involved with building operations. These efforts will be ongoing at various points of the year with specific seasonally related materials. Where necessary, agency specific materials may be developed. Development of additional outreach materials will be in coordination with the agency’s Energy Manager along with other agency personnel to meet the specific needs of the agency.

Management Oversight, Accountability and Transparency

The EEOM plan’s success depends on the full support of management to ensure enhanced operations and maintenance are fully integrated in the agency’s responsibilities. DCAS plans to fund Energy Managers in each of the seven agencies who will in turn create agency specific EEOM plans.

The tools described above will in turn help Energy Managers know which buildings to target as they implement their specialized EEOM plans. The addition of Energy Managers combined with the ability to measure energy consumption will allow agencies to become accountable and take proactive steps to reduce energy use.

Energy Manager

The Energy Managers will report to upper level management within their respective agencies and become the primary ‘voice’ within the agency for all EEOM related matters. Energy Managers will also report to the Director of Operations & Maintenance at DCAS to ensure that efforts are coordinated citywide and that agencies are implementing best practices from other agencies. The Energy Manager job description can be found in Appendix 2 – Energy Manager

Energy Managers will be responsible for coordination, development, implementation and monitoring of the agency’s EEOM plans. Agencies need flexibility to establish priorities, but, initially, agency Energy Managers will focus on implementing their EEOM plans in:

- Facilities larger than 50,000 square feet with a U.S EPA Energy Star rating below 75 or the equivalent Commercial Buildings Energy Consumption Survey (CBECS) Energy Use Index (EUI per building type).
- Buildings that were or are part of the DCAS Energy Audit/Retrofit program
- Other agency priority buildings

The above criteria ensures that the City’s largest and most energy inefficient buildings are part of the program and that facility operators are maintaining new systems installed as part of the Energy Audit/Retrofit program. Agencies will continue to implement their EEOM plan in additional buildings after the program is developed in buildings that meet the initial set of criteria.

Additionally energy managers will be expected to use the OMPA tool and to track and report performance metrics (see below) to DCAS DEM. Energy Managers will meet monthly with DCAS DEM to review EEOM deployment and report results.

DCAS will pay the salary for agency based Energy Managers. This relationship includes expected responsibilities and conditions and is outlined in Appendix 3 – Interagency MOU. It is expected that all agencies will have an Energy Manager in place by March, 2011.

Performance Metrics

The City has benchmarked all City owned buildings over 10,000 square feet using the U.S. EPA’s Portfolio Manager Tool. The resulting Energy Star rating provides a benchmark for agencies and facilities to monitor their progress against goals and make early, data driven decisions to improve energy efficiency. Additional indicators will give a more detailed picture of energy use targets and reduction mandates. To maintain transparency, certain agency-wide metrics will be publically reported on an appropriate website. Energy managers are required to prepare and report the following metrics to the DCAS DEM Director of Operations & Maintenance:

- Number and percentage of agency facilities utilizing EEOM plan tools
- Progress against agency defined training goals
- Total agency energy usage per square foot
- Facility and agency energy usage by energy type
- Facility and agency energy usage by energy type per square foot

Mandates, Incentives and Recognition

Mandates

Given the tools detailed above to help implement the various no-cost and low-cost energy conservation measures, agencies should be able to achieve energy savings in year one. To ensure agencies are

following the EEOM plan and helping the City achieve its greenhouse gas reduction target, agencies will be required to meet energy efficiency targets, net of PlaNYC-funded energy retrofits. Agency reduction targets have been developed based on the rollout of EEOM tools and to support the implementation of many low and no cost energy savings measures.

Reduction targets with FY 2010 Base Year

Fiscal Year	Reduction Target	FY Funds Available
2012	5%	2013
2013	7%	2014
2014	10%	2015
2015	12%	2016
2016	14%	2017
2017	15%	2018

The baseline measurement year is weather normalized FY 2010. All source energy will be converted to a common measurement, btu-per-square-foot consumption. The baseline year will be compared to each fiscal year’s consumption as shown above. Agencies meeting the weather adjusted yearly reduction targets are eligible for funding according to the formula below. DCAS will assess progress at the end of the fiscal year and allocate funding to agencies meeting milestones and reduction targets to allow time for funding to be spent in the next fiscal year.

Incentives

Agencies that meet or exceed the reduction targets and meet EEOM deployment milestones, such as hire an Energy Manager and meet training goals will be eligible for additional funding to support their O&M efforts. These additional funds may be used for initiatives that the agency deems appropriate. Incentive funding will support projects that are consistent with citywide energy and greenhouse gas reduction targets and reflect the needs of the agency.

Agency Incentive Funding Formula

$$\text{Eligible Square Footage} / \text{Available Incentive Funding} = \text{Incentive Funding per square Foot}$$

$$\text{Incentive Funding per Square Foot} * \text{Agency Square Footage} = \text{Agency Incentive Funding}$$

Recognition

No plan can be successful without the cooperation of the individuals who occupy and operate facilities on a daily basis. Agencies have the flexibility to nominate building tenants such as principals, teachers, Green team leaders and others who have been instrumental in reducing energy consumption. DCAS DEM will recognize individuals, facilities and agencies that have been especially successful. Using the performance metrics above and the pilot program awards presentation as a model, DCAS DEM will organize an awards celebration to recognize individual and agency performance.



May 2010 Operations & Maintenance Recognition Ceremony, Tweed Courthouse

Conclusion

The Energy Efficiency Operations & Maintenance plan will increase energy efficiency in New York City's municipal buildings through no-cost and low-cost maintenance and operational changes. Initially, the plan focuses on seven agencies representing approximately half of the City's building portfolio and 75 percent of its buildings over 50,000 square feet. The plan calls for increased operating efficiencies along with increased training and outreach and provides tools and processes for oversight, accountability and transparency. Implementation is expected to reduce citywide energy usage by 10 to 15 percent per year resulting in savings of at least \$51 million dollars and greenhouse gas (GHG) emissions reductions of 185,000 metric tons annually. This reduction represents over 11% of the City's goal to reduce GHG emissions by 30 percent by 2017.

Appendix 1 – Program Timeline

Tasks	FY11				Responsibility	
	Q 1	Q 2	Q 3	Q 4	DCAS	Agency
Repair, maintain and operate existing equipment as efficiently as possible						
Establish 2-year ARRA funding budget					X	
Develop Requirements Contracts						
<i>Coordinate with City agencies for Requirements Contracts</i>					X	
<i>Develop ARRA compliance agreement</i>					X	
<i>Develop budget transfer agreement</i>					X	
<i>Develop and Approve Energy Manager MOU</i>					X	X
Provide Agency Guidance on EEOM Rollout					X	
<i>Discuss EEOM Rollout Strategy with Agencies</i>					X	
Deploy CMMS programs						
<i>Review Agency Specific CMMS Plans</i>					X	X
<i>Develop CMMS Reporting Requirements</i>					X	
<i>Develop plan for CMMS implementation</i>					X	
<i>Expand existing CMMS programs/integrate PM best practices into existing schedules</i>						X
<i>Approve budget and implementation of Tririga O&M module</i>					X	
Increase training and outreach to improve skills and raise energy awareness						
Develop plan for coordination with Outreach Project Manager					X	
Train Agency Staff on O&M Planning Application Tool					X	
Assess staff training needs at the agency level						X
Discuss training scheduling with Energy Manager					X	X
Approve agency level training plan					X	

Provide management oversight, accountability and transparency						
Present Strategy to Agencies					X	
Develop Energy Manager reporting requirements					X	
Hire Energy Managers					X	X
Develop performance metrics					X	
<i>Approve Agency Level O&M Plans</i>					X	X
Metering and Monitoring Systems						
Complete Consultant Task 3					X	
Procure meters and installation					X	
Procure enterprise software					X	
Initial deployment					X	

Appendix 2 – Energy Manager

Title: Energy Manager (Agency based)

General Statement of Duties and Responsibilities

The Energy Manager will have overall responsibility for the development and management of an Agency-wide Energy Efficiency Operations and Maintenance (EEOM) program consistent with the City's EEOM plan that will assist the City to achieve its energy and greenhouse gas emissions reduction goal of 30 percent by 2017. The Energy Manager will coordinate with the Department of Citywide Administrative Services' Division of Energy Management (DCAS DEM) to reduce energy and greenhouse gas emissions through improved operations and maintenance practices at each of the agency's facilities. The Energy Manager works with DCAS, agency management, Energy Liaison Officers (ELO) and individual facilities to compile and analyze data for program development and performance measurements.

Specific duties include:

- Develop an agency-wide EEOM program based on requirements and recommendations in the DCAS DEM Citywide EEOM Program.
- Manage the roll-out of the agency EEOM program to all agency facilities by working with key agency and facility-level personnel.
- Implement building operations best practices related to improving operations, preventive/predictive maintenance procedures and information management to reduce greenhouse gas emission and energy use.
- Coordinate with DCAS DEM and agency managers to develop agency measurement metrics and reports to ensure compliance with citywide goals, auditing requirements, operational protocols and standards.
- Where necessary, partner with DCAS DEM and other agency managers to develop, monitor and deploy the agency's Computerized Maintenance Management System (CMMS) so that preventative maintenance best practices are implemented and followed.
- Collaborate as appropriate, with Citywide and agency-based Engineering staff to integrate energy efficient equipment and lighting systems in to new construction and renovation projects.
- Develop procedures for the delivery of technical support services and provide technical support to facilities in implementing agency energy management plans to include identification of training needs and certifications.

- Assist facility maintenance managers in evaluating HVAC and energy equipment maintenance staff to ensure effectiveness and operational efficiency.
- Assist facilities in identifying EEOM staffing needs.
- Provide facilities with ongoing technical guidance to successfully implement the EEOM program.

Qualification Requirements

- At least five years of experience in facility operations and maintenance, energy management or mechanical systems construction.
- Bachelor's degree in mechanical engineering, engineering technology, or related field with emphasis on facilities management.
- Knowledge of Lighting and Temperature Control Systems, Building Automation Systems, HVAC equipment, electrical distribution systems and energy management program development.
- Ability to manage budget and personnel. Strong organizational, communication, and interpersonal skills.
- Certified Energy Manager a plus.
- Microsoft software applications including Excel.
- Experience with training preferred

Appendix 3 – Interagency MOU

NEW YORK CITY

DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES

&

[Agency Name]

AMERICAN RECOVERY AND REINVESTMENT ACT (ARRA)

U.S. DEPARTMENT OF ENERGY, ENERGY EFFICIENCY AND CONSERVATION BLOCK GRANT (EECBG)-
FUNDED ENERGY MANAGER

ARRA EECBG Grant Manager: Department of Citywide Administrative Services (DCAS, code: 856);
Division of Energy Management (DEM)

Name and Code of Agency receiving ARRA grant:

APPLICABLE CITY FISCAL YEAR TERM: [FROM MONTH DAY, YEAR TO MONTH DAY, YEAR] in Fiscal Year
2011

WORK AND COSTS COVERED BY THIS AGREEMENT:

- Deliverables: As part of the City of New York’s Operations and Maintenance (O&M) Program, __Agency Name_ (hereinafter the “Agency”) has agreed to recruit and hire one person to act as Energy Manager for the Agency. The Energy Manager shall be hired under the Civil Service title, [TITLE], which most directly meets the requirements of the job description attached (See Attachment A) and report to the appropriate personnel in the Agency per the organization chart attached (See Attachment B). Primary responsibilities of the Energy Manager shall include, but not be limited to:
 - Development and management of an agency-wide operations and maintenance (O&M) program that will assist the City in achieving its energy and greenhouse gas emissions reduction goal of 30 percent by 2017.
 - Coordination with DCAS DEM in the implementation of an O&M program at each of the Agency’s facilities.
 - Coordination with DCAS, agency management, Energy Liaison Officers (ELO) and individual facilities in the compilation and analysis of data for program development and performance measurements.

- Oversight of the Agency's building operations related to improving operations, preventive/predictive maintenance procedures, and information management.
 - Where necessary, partnering with DCAS DEM and other agency managers to develop, monitor and deploy the Agency's Computerized Maintenance Management System (CMMS) to ensure that the best preventative maintenance practices are implemented and followed.
 - Coordination with DCAS DEM and agency managers in the development of agency measurement metrics and reports to ensure compliance with citywide goals, auditing requirements, operational protocols and standards.
 - Submission of reports and documentation related to monitoring progress in the development and implementation of an O&M program, as requested by DCAS DEM.
- The Agency agrees to seek pre-approval from DCAS for the proposed salary prior to hiring an Energy Manager, and also agrees to seek pre-approval from DCAS for all proposed salary increases relating to the position.
 - DCAS agrees to reimburse the Agency for the Energy Manager's annual salary from the first day of work until the end of Fiscal Year 2011, not to exceed \$XXXXX.XX. Reimbursement through ARRA revenue will be provided for ARRA eligible work only. The Agency shall absorb any non-ARRA work into the Agency's operating budget.
 - DCAS will work with the Office of Management and Budget ("OMB") on the establishment of ARRA funds in the Agency upon the signing of this Memorandum of Understanding ("MOU").
 - DCAS will fund only those tasks outlined in the job description annexed hereto as Attachment A and/or those tasks related specifically to energy conservation through improved facility operations and maintenance. As noted hereinabove, the Agency will receive no ARRA revenue for non-ARRA expenses.
 - The Agency shall notify DCAS immediately of changes to the Energy Manager's tasks, particularly those unrelated to energy conservation. Any tasks performed outside of the scope of the Energy Manager position must be funded by the Agency.
 - ARRA EECBG funding for this position ends September 28, 2012. After that date, funding will come from Executive Order 109 mandated-funding (PlaNYC). A new MOU must be signed at the beginning of each Fiscal Year.
 - In accepting the budget transfer, the Agency acknowledges that the Energy Manager will be hired and retained by the Agency for performance of O&M tasks and will be managed directly by the Agency. The Agency also acknowledges that DCAS will review the tasks of the Energy Manager at the end of Fiscal Year 2011, and that a renewal of this MOU for Fiscal Year 2012 will not be processed if DCAS determines that the Energy Manager is performing tasks beyond those outlined in the job description annexed hereto as Attachment A.

- The Agency acknowledges that the Energy Manager will meet on at least a monthly basis with DCAS's Director of Operations and Maintenance to report on the Agency's O&M program implementation.
- For ARRA required reporting on compliance of Energy Managers, the Agency agrees to submit to DCAS City Human Resources Management System ("CHRMS") Reports on the Monday following the last pay period of every month. The Agency also agrees to supply copies of time sheets to DCAS, upon request. On a semi-annual basis, the Energy Manager must certify that (s)he is working exclusively on the Federally-funded O&M Program by signing a CERTIFICATE FOR PERSON WHO WORKED ON ENERGY EFFICIENCY CONSERVATION BLOCK GRANT (EECBG) PROGRAM (the "Certificate"), and return the Certificate to DCAS for filing.
- The Agency agrees to make every effort to support DCAS with respect to reporting and compliance requirements of the City of New York, and the federal government, including but not limited to, the United States' Department of Energy.
- The Agency understands that DCAS has the ability to withdraw funding of the Energy Manager position if the Agency and/or the Energy Manager do not comply with all of the aforementioned conditions.

Effective date: Latest Date of Execution by the Parties

Budget information:

DCAS: Agency 856. Unit of Appropriation XX, Budget Code XX. Object Code XX

Agency (insert agency budget stream)