The City of New York

Michael R. Bloomberg, Mayor

January 2010 Financial Plan

Fiscal Years 2010–2014

Office of Management and Budget
Mark Page, Director

January 28, 2010

THE CITY OF NEW YORK
OFFICE OF THE MAYOR
NEW YORK, N.Y. 10007

January 28, 2010

To the Citizens of the City of New York
Members of the City Council
Members of the Financial Control Board

My Fellow New Yorkers,

The national economy continues to struggle. Forecasters expect that economic growth will return later this year. Here in our City, we expect job losses to continue through the middle of this year before growth slowly returns. Locally, we expect to lose 100,000 fewer jobs than we had feared. One bright spot for the City is tourism. New York City was the most popular tourist destination in the country last year.

Our budget for FY2010, the current fiscal year, is in balance. The preliminary plan for FY2011 is also in balance.

When we adopted the budget last June, we had faced a $4.9 billion deficit in FY2011. Our gap closing actions of approximately $500 million this year and over $1.1 billion next year combined with the improvements expected in the economy and tax revenue growth have helped close this gap. Although our revenue forecast has increased for this year and next, it will take until FY2012 before we return to the revenue levels we reached in FY2008.

Because of our hard work in identifying agency expense savings, our controllable expenses decrease in FY2011. This decrease is a real decline in spending at City agencies of $375 million or almost 2%. City services will however need to be reduced to achieve this. Headcount will decline by over 4,000 employees, largely through attrition but there will be almost 1,000 layoffs. We will reduce library subsidies, shorten the outdoor pool season this summer, and the police department will see attrition of almost 900 police officers.

The State Executive Budget includes a $1.3 billion reduction in state funding to the City, including a reduction of $493 million at the Department of Education. If this cut occurs, the results would be catastrophic for the City. We would need to reduce City headcount by almost 19,000 employees, including over 8,500 teachers.

Unfortunately, our non-controllable costs like pensions and health benefits continue to grow. We remain committed to bringing these costs down by working to create a new pension tier for new employees and securing agreement with our labor unions for a larger contribution toward the cost of health care for all employees. In addition, future wage settlements need to be paid for through productivity or savings in health and pension benefits.

I look forward to working with all New Yorkers toward our bright future.

Very truly yours,

Michael R. Bloomberg
Mayor

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THE FINANCIAL PLAN

The fiscal year 2011 Preliminary Expense Budget is $63.6 billion. This is the thirty-first consecutive budget which is balanced under Generally Accepted Accounting Principles (GAAP), except for the application of GASB 49.

Major highlights of the Preliminary Budget and Financial Plan are:

- Forecast revenues have increased between fiscal years 2010 and 2011 by $1.8 billion. Baseline tax revenue is projected to increase by $2.0 billion, $251 million above the 2008 level, while all other City revenue decreases by $231 million, $599 million below the 2008 level.
- Controllable Agency Expenses decrease by $375 million or 1.8% from fiscal years 2010 to 2011 after implementation of an agency expense program. This is the seventh round of spending reductions imposed since 2007.
- The agency program totals $484 million and $1.1 billion in fiscal years 2010 and 2011, respectively. Included in this program is a reduction in planned headcount for 2011 of 4,286 full-time and full-time equivalent positions.
- Debt Service increases by $350 million or 7.0% between fiscal years 2010 and 2011 while Non-Controllable Expenses increase by $2.0 billion or 10.9% over this period. The increase in Non-Controllable Expenses includes $945 million for Pensions and Fringe Benefits, and $712 million for Medicaid.
- The above actions leave the City with a forecast Operating Deficit of $2.9 billion in fiscal year 2011 that is balanced using $2.9 billion of surplus funds accumulated in prior years. The gaps for fiscal years 2012 and 2013 are $3.2 billion and $3.7 billion, respectively.

The following table reflects the changes in revenues and expenses assumed in the four year plan.

City Revenue and Expense

($ in Millions)

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Revenue	$41,792	$43,589	$45,644	$47,296	$48,725
Year-to-Year	$827	$1,797	$2,055	$1,652	$1,429
Change:	2.0%	4.3%	4.7%	3.6%	3.0%
Expenses:					
Controllable Agency Expenses	$20,716	$20,341	$20,693	$21,097	$21,567
Year-to-Year	$513	($375)	$352	$404	$470
Change:	2.5%	-1.8%	1.7%	2.0%	2.2%
Debt Service	$5,002	$5,352	$6,104	$6,400	$6,641
Year-to-Year	$387	$350	$752	$296	$241
Change:	8.4%	7.0%	14.1%	4.8%	3.8%
Non-Controllable Expenses	$18,730	$20,779	$22,007	$23,464	$24,366
Year-to-Year	$91	$2,049	$1,228	$1,457	$902
Change:	0.5%	10.9%	5.9%	6.6%	3.8%
Total Expenses	$44,448	$46,472	$48,804	$50,961	$52,574
Year-to-Year	$991	$2,024	$2,332	$2,157	$1,613
Change:	2.3%	4.6%	5.0%	4.4%	3.2%
Operating Surplus / (Deficit)	($2,656)	($2,883)	($3,160)	($3,665)	($3,849)
Current Year Roll - (Cost)	($2,883)	$0	$0	$0	$0
Prior Year Roll - Benefit	$5,539	$2,883	$0	$0	$0
Net Impact of Surplus Roll and Debt Defeasances	$2,656	$2,883	$0	$0	$0
Gap To Be Closed	**$—**	**$—**	**($3,160)**	**($3,665)**	**($3,849)**

Financial Plan Revenues and Expenditures

June 2009

($ in Millions)

REVENUES	FY 2010	FY 2011	FY 2012	FY 2013
Taxes				
General Property Tax	$16,072	$17,148	$17,737	$18,125
Other Taxes	17,763	19,431	20,841	22,108
Tax Audit Revenue	596	596	595	594
Anticipated Tax Program	879	877	943	976
Subtotal: Taxes	$35,310	$38,052	$40,116	$41,803
Miscellaneous Revenues	5,973	5,715	5,750	5,792
Unrestricted Intergovernmental Aid	340	340	340	340
Less: Intra-City Revenue	(1,669)	(1,583)	(1,586)	(1,590)
Disallowances Against Categorical Grants	(15)	(15)	(15)	(15)
Subtotal: City Funds	$39,939	$42,509	$44,605	$46,330
Other Categorical Grants	1,053	1,029	1,033	1,031
Inter-Fund Revenues	486	453	443	443
Total City, Capital IFA & Oth. Cat. Funds	$41,478	$43,991	$46,081	$47,804
Federal Categorical Grants	6,600	6,389	5,355	5,344
State Categorical Grants	11,512	11,975	12,380	13,034
Total Revenues	$59,590	$62,355	$63,816	$66,182
EXPENDITURES				
Personal Service				
Salaries and Wages	$22,563	$23,277	$22,843	$23,690
Pensions	6,700	7,034	7,358	7,631
Fringe Benefits [1]	6,993	7,098	7,447	7,708
Retiree Health Benefits Trust	(82)	(395)	(672)	—
Subtotal - Personal Service	$36,174	$37,014	$36,976	$39,029
Other Than Personal Service				
Medical Assistance	$4,907	$5,622	$6,091	$6,271
Public Assistance	1,299	1,299	1,299	1,299
All Other [1]	18,860	18,853	19,479	19,976
Subtotal - Other Than Personal Service	$25,066	$25,774	$26,869	$27,546
General Obligation, Lease and TFA Debt Service [1,2]	$5,258	$5,775	$6,251	$6,530
General Obligation and TFA Debt Defeasances (Net) [2]	(2,726)	—	—	—
FY 2009 Budget Stabilization [1]	(2,813)	—	—	—
General Reserve	300	300	300	300
Subtotal	$61,259	$68,863	$70,396	$73,405
Less: Intra-City Expenses	(1,669)	(1,583)	(1,586)	(1,590)
Total Expenditures	$59,590	$67,280	$68,810	$71,815
Gap To Be Closed	$—	($4,925)	($4,994)	($5,633)

1. *Fiscal Year 2009 Budget Stabilization total $2.813 billion, including Budget Stabilization of $1.286 billion, lease debt service of $110 million, Retiree Health Benefits of $225 million, subsidies of $643 million, net equity contribution in bond refunding of $3 million and TFA Grant of $546 million.*
2. *FY 2007 GO debt defeasance of $536 million reduced debt service by $27 million, $279 million and $277 million in FY 2008 through FY 2010, respectively. FY 2008 GO debt defeasance of $1.986 billion reduced debt service by $2.036 billion in FY 2010. FY 2007 TFA debt defeasance of $718 million reduced debt service by $33 million, $362 million and $382 million in FY 2008 through FY 2010, respectively. FY 2007 JSDC debt defeasance of $65 million reduced debt service by $34 million in FY 2009 and $31 million in FY 2010.*

Note: Restated to include TFA PIT retention and TFA debt service.

Changes Since the June 2009 Plan

($ in millions)

	FY 2010	FY 2011	FY 2012	FY 2013
Gap to be Closed June 2009 Plan	**$—**	**($4,925)**	**($4,994)**	**($5,633)**
Increases / (Decreases) to Revenue Since June 2009 Plan				
Tax Revenue Forecast	1,667	727	637	542
Tax Fairness Program	—	219	241	262
Non-Tax Revenue	110	44	78	78
Total Increases / (Decreases) to Revenue Since June 2009 Plan	**$1,777**	**$990**	**$956**	**$882**
Increases / (Decreases) to Expenses Since June 2009 Plan				
Employee and Retiree Health Insurance	$—	$357	$386	$418
Tier 5 Pension Proposal	—	200	200	200
Productivity Labor Settlement (Eliminate 1.25% for Next Two Years of Bargaining)	(35)	(190)	(469)	(730)
Debt Service	(124)	(286)	(12)	3
Other Expenses	137	(17)	172	214
Reduce General Reserve from $300 million to $200 million	(100)	—	—	—
Prior Payables	(500)	—	—	—
Total Increases / (Decreases) to Expenses Since June 2009 Plan	**($622)**	**$64**	**$277**	**$105**
Total (Increase) / Decrease to Gap Since June 2009 Plan	**$2,399**	**$926**	**$679**	**$777**
Surplus / (Gap) to be Closed January 2010 Plan	**$2,399**	**($3,999)**	**($4,315)**	**($4,856)**
Agency Program	484	1,116	1,155	1,191
FY 2010 Prepayment of FY 2011 Expenses	(2,883)	2,883	—	—
Remaining Gap to be Closed January 2010 Plan	**$—**	**$—**	**($3,160)**	**($3,665)**

Financial Plan Revenues and Expenditures
January 2010- After Gap Closing Program

($ in Millions)

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
REVENUES					
Taxes					
General Property Tax	$16,035	$16,917	$17,536	$17,746	$17,882
Other Taxes	20,063	21,268	22,625	24,008	25,258
Tax Audit Revenue	890	612	611	610	610
Tax Fairness Program	—	219	241	262	284
Subtotal: Taxes	**$36,988**	**$39,016**	**$41,013**	**$42,626**	**$44,034**
Miscellaneous Revenues	6,283	5,793	5,853	5,897	5,918
Unrestricted Intergovernmental Aid	340	340	340	340	340
Less: Intra-City Revenue	(1,804)	(1,545)	(1,547)	(1,552)	(1,552)
Disallowances Against Categorical Grants	(15)	(15)	(15)	(15)	(15)
Subtotal: City Funds	**$41,792**	**$43,589**	**$45,644**	**$47,296**	**$48,725**
Other Categorical Grants	1,372	1,200	1,155	1,152	1,151
Inter-Fund Revenues	497	471	450	450	450
Total City, Capital IFA & Oth. Cat. Funds	**$43,661**	**$45,260**	**$47,249**	**$48,898**	**$50,326**
Federal Categorical Grants	7,943	6,614	5,720	5,680	5,679
State Categorical Grants	11,476	11,766	12,407	13,057	13,195
Total Revenues	**$63,080**	**$63,640**	**$65,376**	**$67,635**	**$69,200**
EXPENDITURES					
Personal Service					
Salaries and Wages	$22,310	$21,695	$21,353	$21,993	$22,168
Pensions	6,760	7,268	7,694	7,841	7,949
Fringe Benefits [1]	7,307	7,622	7,921	8,214	8,715
Retiree Health Benefits Trust	(82)	(395)	(672)	—	—
Subtotal - Personal Service	**$36,295**	**$36,190**	**$36,296**	**$38,048**	**$38,832**
Other Than Personal Service					
Medical Assistance	$4,951	$5,644	$6,113	$6,293	$6,478
Public Assistance	1,580	1,563	1,603	1,591	1,591
All Other [1]	19,397	18,835	19,485	20,041	20,585
Subtotal - Other Than Personal Service	**$25,928**	**$26,042**	**$27,201**	**$27,925**	**$28,654**
General Obligation, Lease and TFA Debt Service [1,2,3]	$5,117	$5,536	$6,286	$6,579	$6,815
General Obligation and TFA Debt Defeasances (Net) [3]	(2,726)	—	—	—	—
FY 2009 Budget Stabilization & Discretionary Transfers [1]	(2,813)	—	—	—	—
FY 2010 Budget Stabilization [2]	2,883	(2,883)	—	—	—
General Reserve	200	300	300	300	300
Subtotal	**$64,884**	**$65,185**	**$70,083**	**$72,852**	**$74,601**
Less: Intra-City Expenses	(1,804)	(1,545)	(1,547)	(1,552)	(1,552)
Total Expenditures	**$63,080**	**$63,640**	**$68,536**	**$71,300**	**$73,049**
Gap To Be Closed	**$—**	**$—**	**$(3,160)**	**$(3,665)**	**$(3,849)**

1. *Fiscal Year 2009 Budget Stabilization and Discretionary Transfers total $2.813 billion, including Budget Stabilization of $1.286 billion, lease debt service of $110 million, Retiree Health Benefits of $225 million, subsidies of $643 million, net equity contribution in bond refunding of $3 million and TFA grant of $546 million.*
2. *Fiscal Year 2010 Budget Stabilization of $2.883 billion.*
3. *FY 2007 GO debt defeasance of $536 million reduced debt service by $27 million, $279 million and $277 million in FY 2008 through FY 2010, respectively. FY 2008 GO debt defeasance of $1.986 billion reduced debt service by $2.036 billion in FY 2010. FY 2007 TFA debt defeasance of $718 million reduced debt service by $33 million, $362 million and $382 million in FY 2008 through FY 2010, respectively. FY 2007 JSDC debt defeasance of $65 million reduced debt service by $34 million in FY 2009 and $31 million in FY 2010.*

OVERVIEW

With the arrival of real GDP growth in the third quarter of 2009 and anecdotes of continued strength in the fourth quarter, it appears that the worst downturn since the Great Depression is finally waning. The course of the recession has resulted in an astonishing contraction of economic activity, household wealth and employment. Because the economy is weak on so many levels, the recovery will likely be protracted. In particular, households will continue to deleverage through debt reduction and increased saving. Combined with a feeble labor market, consumption spending will suffer in the near term. Business spending will be mixed with continued weakness in nonresidential investment but stronger potential in other investment categories.

Extensive government intervention has restored a measure of confidence and stability to credit and financial markets. Financial institutions are reaping a windfall from the Federal Reserve's loose monetary policy, which has suppressed short-term interest rates, thereby boosting bank profitability. Nevertheless, bank closures by the FDIC and the decline of household and small business borrowing remain grim reminders of the recent turmoil. Moreover, many of the stimulus programs set up by the Federal Reserve – purchase of Treasuries, agency debt and mortgage-backed securities and special liquidity facilities – are being discontinued. In addition, the Treasury Department will shrink the Troubled Asset Relief Program as banks pay back their support funds and the FDIC has already shuttered its program that guaranteed unsecured bank debt. Over a longer horizon, there is considerable risk as the Fed moves to normalize interest rates and shrink its enormous balance sheet – which has swelled to over $2 trillion due to purchases of securities during the past year. The details of the Fed's "exit strategy" are unknown at this time, but the most likely consequence will be higher market interest rates, which will restrain the recovery. Financial market regulatory reform and the overall political environment add additional uncertainty as the rules governing the financial sector are rewritten.

The financial crisis and recession have punished the New York City economy. In 2009, local private employment is estimated to have declined by 90,000 jobs and cuts are expected to continue through the first half of 2010. In all, the peak-to-trough decline in private employment is projected to top 200,000 jobs. Estimated wage earnings in the City fell by $30 billion last year, an unprecedented decline of 10 percent.

Fortunately, Wall Street appears to have bounced back earlier and stronger than anticipated, and income from the recovering financial sector will help moderate the severity of the local recession. NYSE member firms earned profits of $49.7 billion in the first three quarters of 2009. Bonuses are expected to rise but not proportionately. Given the sensitive political conditions, firms have made an effort to reduce the size of their bonuses and to pay out a greater percentage as stocks or options, with longer vesting periods and other constraints. Profits in 2010 are expected to decline to $23 billion as interest rates increase and the temporary federal support programs are discontinued.

Most of the other sectors in the local economy remain sluggish. Office vacancy rates have surged to double digits and asking rents have declined by about 20 percent over the past year. Likewise, the commercial investment market has slowed considerably and is expected to remain so through 2010 due to poor credit conditions. The City's residential market saw a steep decline in transactions and it is expected that sales of single-family homes, co-ops, and condos will remain weak through 2010. Support has come from New York's tourism industry, where the third highest number of visitors was reached in 2009.

Forecast Summary for 2010

Non-property tax revenues[1] are forecast to decline 7.1 percent in 2010, following the 15.7 percent decline seen in 2009. The continued decline results from unprecedented losses on Wall Street in calendar years 2007 and 2008 along with a severe national recession. The Federal government's aggressive fiscal and monetary policy

1) All tax revenue data are reported on a fiscal year basis ending June 30, unless otherwise stated. Tax revenue growth is reported on a common rate and base.

actions have enabled Wall Street profitability to rebound strongly in calendar year 2009, raising tax payments by firms in 2010. The bonuses to be paid out on calendar year 2009 earnings are expected to rebound strongly from the 2008 level, though short of the record level seen in calendar year 2007. The personal income tax impact of the bonus payout this year is likely to be suppressed as firms react to populist sentiment against Wall Street by reducing cash awards and increasing vesting periods. In 2010, personal income tax revenue declines 1.1 percent, following a 22.7 percent decline in 2009. This decline reflects the rebound in bonus payouts, offset by employment losses in both the finance and non-finance sectors. Business income tax revenue declines 14.6 percent in 2010, following a 3.9 percent decline in 2009, as finance sector firms continue to adjust their tax payments to reflect downward revisions to liability on tax years 2007 and 2008. In addition, the severe national recession and widespread local job losses reduce tax payments from non-finance businesses. Sales tax revenue declines 7.9 percent, following a decline of 5.6 percent in 2009, as job losses and lower levels of consumer confidence pull down taxable consumption in the City. The City saw unprecedented growth in the real estate transfer taxes from 2003 through 2007 (259.8 percent) as strong residential activity and a record number of "trophy" office building sales lifted collections. Beginning in 2008, the transaction tax revenues fell 22.7 percent as the number of residential transactions slowed and there were far fewer commercial transactions. This decline in transfer tax revenues accelerated in 2009 (down another 50.6 percent), as the real estate market in the City seized up following the financial crisis, when severe credit restrictions were put in place. In 2010, transaction tax revenue is forecast to decline by an additional 22.9 percent as the sales volume for 1-3 family homes, cooperatives and condominiums deteriorates further. Tightened credit standards and a lack of securitization continue to affect the non-conforming mortgage originations, hindering potential home purchasers and home refinancings. Commercial real estate transactions remain stalled as sellers wait for prices to stabilize and lenders are reluctant to foreclose on commercial properties that are in default or delinquent due to the current uncertain market conditions.

The real property tax is forecast to grow 5.8 percent in 2010, based on billable assessed value growth of 6.7 percent on the 2010 final roll.

Forecast Summary for 2011

Non-property tax revenues in 2011 are forecast to grow 4.2 percent, reflecting continued Wall Street profitability, stabilization of local employment and the slow recovery of the national economy. Personal income tax revenue grows 6.8 percent based upon an increase in the bonuses paid out on calendar year 2010 earnings and the growing improvement in the local job market. With the continuation of Federal fiscal and monetary policies aiding financial markets likely through the end of calendar year 2010, another year of strong Wall Street profitability is expected to support 8.5 percent growth in business tax payments. Sales tax revenue is forecast to grow 3.5 percent, as consumption rebounds moderately. The real estate transaction tax revenues are forecast to rebound in 2011 with a growth of 13.9 percent, as sales volume and prices recover—first in the commercial market and then in the residential market. Non-property tax revenues are forecast to grow on average 5.8 percent from 2012 through 2014, reflecting the slow recovery of both the national and local economies.

Real property tax revenue is forecast to grow by 5.5 percent in 2011, based on a forecast of 4.1 percent growth in billable assessed value for the 2011 final roll. However, property tax revenue growth is forecast to decline in the outyears, as the positive 'pipeline'[2] generated in the boom years is offset by a negative 'pipeline', stemming from market value declines forecast from 2011 through 2014. Property tax revenue growth averages 1.8 percent from 2012 through 2014.

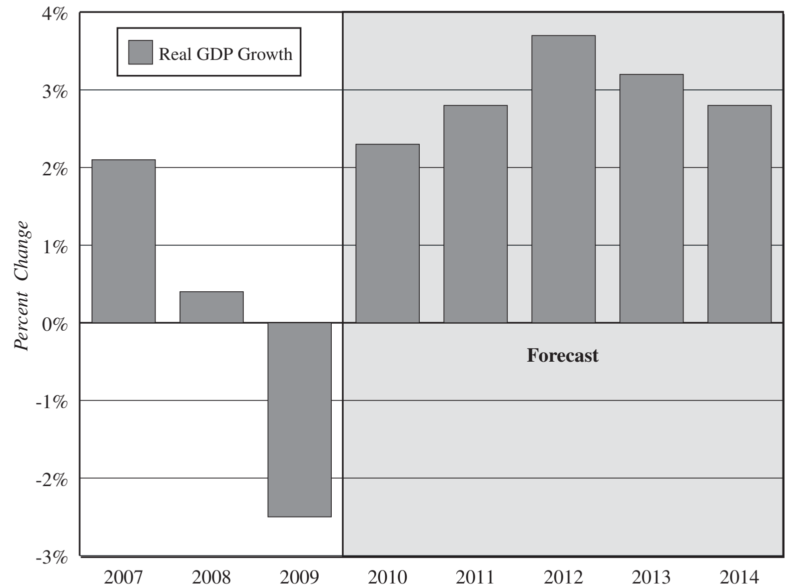
Total tax revenue growth averages 4.1 percent from 2012 through 2014, paralleling both the national and local economic recoveries.

2) Increases and decreases in value are phased into billable assessments over five years for Class 2 and Class 4. Increases in value not yet phased into billable assessed value are referred to as the 'pipeline.'

The U.S. Economy

The U.S. economy turned a corner in third quarter of 2009, expanding at an annual rate of 2.2 percent, while the fourth quarter is estimated to have grown by at least that much. Two consecutive quarters of growth indicate that the worst of the recession, which began at the end of 2007, is behind us. The recession has been quite destructive: erasing nearly 3.7 percent of real GDP; 2.7 percent of personal income; $17.5 trillion of household net worth; and 7.2 million jobs to date. An aggressive array of fiscal and monetary actions have succeeded in averting a more serious downturn, but the economy has been weakened on so many fronts that a recovery will require longer than usual to take hold. The U.S economy is projected to grow by only 2.3 percent in 2010 and slowly increase to around 2.8 percent in 2011, before catching up to a more respectable 3.2 percent growth on average in the out-years.

After Plummeting by 2.5% in 2009, Real GDP Is Projected to Recover by Only 2.3% in 2010.



Note: Real GDP growth for 2009 is an estimate.
Source: BEA

Prospects for a recovery are evident in recent household economic data. After declining for three consecutive quarters, personal income started rising again in the middle of 2009. Households recouped over $6 trillion of net worth in the last three quarters of 2009 and have been mending their balance sheets through deleveraging and saving (the savings rate rose sharply in 2009 to 4.6 percent). As of the third quarter of 2009, households have reduced outstanding loans by over $240 billion over a one-year period, which has brought the ratio of outstanding loans to disposable income from 127.7 percent to 123.8 percent.

While the improvement in household balance sheets and the credit situation should have a sustained positive effect on spending for those who are employed, the weak labor market is the main reason why real consumption spending is forecast to rise by only 1.9 percent in 2010 and improve moderately to 2.5 percent in the out-years. Discretionary spending on durable goods, including home furnishings, appliances and domestically manufactured autos will be particularly affected in the short-term.

In turn, the rebound in employment is dependent on final demand. Anticipation of sluggish demand and the uncertainties associated with the unwinding of large fiscal and monetary interventions may cause employers to refrain from long-term hiring commitments. Therefore, a number of sectors that over-expanded during the bubble years will likely experience permanent job losses.

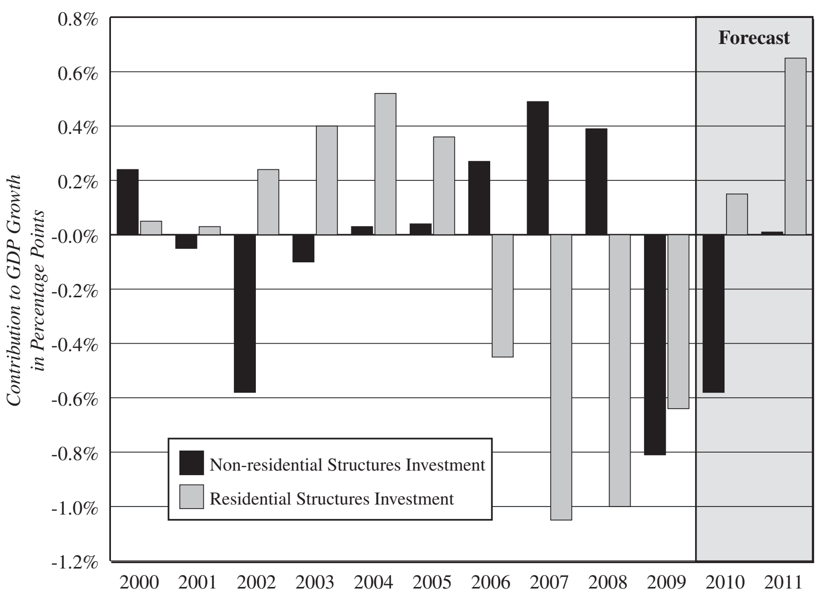
The last expansion caused employment booms in construction, retail trade, and financial services. However, during the last two years, the economy has shed 7.2 million jobs, with over twenty percent of the losses coming from construction – the sector most exposed to the deflation of the housing bubble. Retail & wholesale trade and financial services accounted for 19 and 8 percent of the contraction, respectively. Likewise, employment in professional services also fell, constituting about 18 percent of the total decline. The only areas to add jobs over this period were the traditionally non-cyclical health and education sectors. After going through a deep and protracted adjustment, many these sectors are not expected to attain their past peaks even by the end of the forecast period. Significant numbers of displaced workers will be unable to find a job commensurate with their skills and experience and will need to transition to other sectors. As a consequence the mean unemployment duration, currently at close to 30 weeks, is abnormally high compared to recent cycles.

Although it is still not clear whether employment has reached its bottom, there are signs that businesses may soon start to hire again. The rise in temporary workers and weekly hours, and the improvement in the employment indices of the Institute of Supply Management, indicate a future rise in hiring. Employment should start to grow by the second quarter of 2010, gradually accelerate to 1.7 percent in 2011, and average 2.3 percent in the out-years. Due to the modest pace of growth, it will take three years for employment to reach its previous peak level.

The business spending outlook is mixed because of divergence between the three major types of fixed investment: equipment & software, nonresidential structures and residential structures. Investment in equipment and software, which makes up more than half of fixed investment, is poised for a respectable pick-up. After six quarters of decline ending with the second quarter of 2009, there is pent-up demand due to the short life cycle of these investments. The nonfinancial sector is awash with cash and S&P 500 corporate earnings for the fourth quarter of 2009 are set to increase nearly 200 percent from the previous year. Also, after three consecutive years of declines, corporate profits should finally be positive in 2010. As a result, growth in equipment & software is expected to accelerate to double-digit rates this year.

Nonresidential construction slumps in 2010 because of the sluggish outlook for office employment. The average office vacancy rate in the nation's metropolitan areas is over 17 percent, which is as high as the 1990-91 recessionary level. Also, the overbuilding of retail space and shopping centers during the construction bubble and the weak outlook for manufacturing do not bode well for this category of investment. Nonresidential construction is forecast to erase about 0.6 percentage points from real GDP growth in 2010.

Residential Construction Is Expected to Boost GDP This Year, While Commercial Construction Will Subtract from Growth.



Note: 2009 is an estimate.
Source: BEA

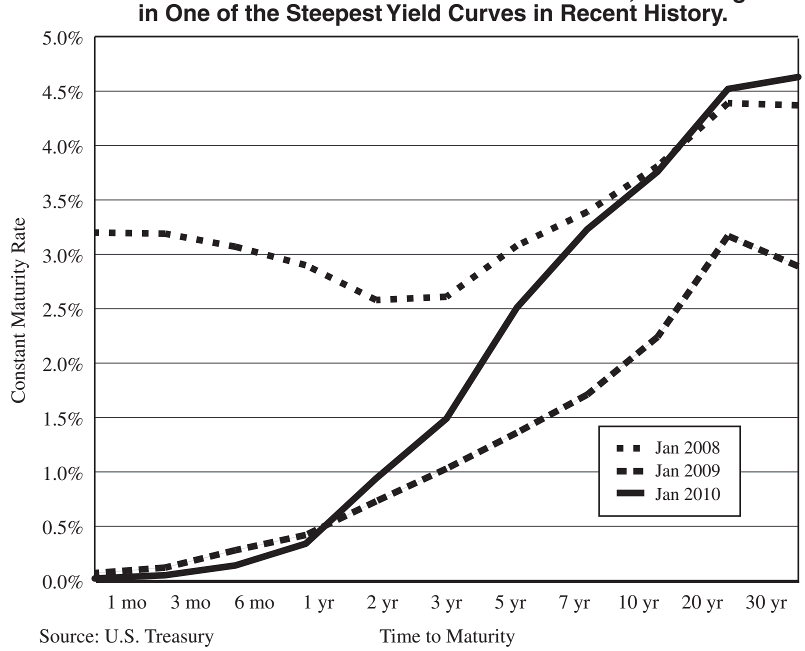
On the other hand, residential fixed investment, which has been a drag for four years, is finally expected to contribute positively to GDP growth starting this year. However, the residential housing market still faces hurdles even with the significant improvement in inventory. At the present pace of sales it would take 7.9 months to exhaust the current inventory of new homes and 6.5 months for existing homes, down from double-digit levels early in 2009. At the end of the third quarter of 2009, a staggering 14.1 percent of mortgages were in some stage of delinquency and 1.7 million units were owned by banks and mortgage companies – equal to 3 months' supply. This "shadow inventory" will further depress housing prices by eventually glutting the market with foreclosure sales. Furthermore, housing starts and sales will not receive much help from a tepid pickup in household formation and job growth. From the current level below 600,000, starts are forecast to improve gradually to about 800,000 in 2010 and eventually reach 1.7 million by the end of the forecast period.

The echoes of the housing collapse and commercial real estate meltdown continue to hamper the financial sector. The FDIC closed 140 mostly regional banks in 2009. Furthermore, the volume of credit has shrunk considerably from the peak, due both to reduced demand for credit and higher risk aversion on the part of the banks. Total net borrowing by households has declined for five quarters through the end of the third quarter of 2009 and credit to smaller firms is still contracting. Until these credit indicators stabilize and securitization activities recover, financial markets will continue to be volatile.

Nevertheless financial markets are improving slowly but steadily. Judging from their trajectory, equity markets are optimistic about future prospects. At the end of 2009, the S&P500 and the Dow indices had climbed 65 and 60 percent, respectively, from their lows set in March. The financial sector component of the S&P500 was even more robust, climbing 137 percent over the same period. Measures of stock market volatility indicate a return to pre-crisis conditions, with the CBOE's volatility index declining to 18, equal to the five-year average prior to the crisis. In addition, the share of trading days on the S&P500 with price movements greater than one percent has likewise fallen back to the long-run average of 20 percent, although recent policy uncertainty has raised concern about a potential increase in volatility, or a market correction.

There are many risks and unresolved issues that could significantly derail or stall the recovery. Foremost is the fact that the short-term health of the financial sector is predicated on unprecedented government intervention. As a result, political considerations and policy initiatives will heavily influence the future path of the industry. In particular, how the Federal Reserve executes its "exit strategy" from zero-interest rate monetary policy and asset purchase programs will take center stage this year. The Treasury will likewise attempt to wind down the Troubled Asset Relief Program (TARP). In the longer run, reform of the country's regulatory and financial market oversight framework will impact the industry for years to come.

The Federal Reserve's Monetary Policy Has Driven Short-term Interest Rates to Record-low Levels, Resulting in One of the Steepest Yield Curves in Recent History.



Source: U.S. Treasury

The aggressive intervention of policy makers undoubtedly stabilized markets. In hindsight, the results of the "stress tests" conducted by the Treasury Department in May 2009 helped convince investors to return to the market. It was determined that ten of the nineteen large financial firms needed to raise an additional $75 billion of new money; by the end of 2009, they had raised $110 billion of private capital. Over the same period, a majority of large TARP recipients repaid their government loans. However, there are still some notable exceptions with outstanding TARP obligations. These include AIG, GM, Chrysler, Regions Financial Corporation, and GMAC – the latter requiring additional aid totaling $3.8 billion in December.

Despite the substantial progress to move financial firms off life support, there are still many government activities providing implicit and explicit assistance to the sector. Probably the most important boost to the financial industry is the low-interest rate environment that has been created by the Federal Reserve's loose monetary policy. One manifestation of this effort is the steepest yield curve in recent history. At the beginning of 2010, the spread between 10-year and 2-year Treasuries reached 280 basis points, the highest level since the 2-year Treasury note was introduced in 1976. Since financial intermediaries borrow short and lend long, the steeper the yield curve, the higher their profit margins. The Fed has also bolstered the industry through its Term Asset-Backed Securities Loan Facility (TALF) and its agency debt and mortgage-backed securities programs. These actions have boosted transaction volume and have supported prices of these assets. For instance, last year over 70 percent of mortgage-backed securities (MBS) created from conformable loans were purchased by the Fed.

The most tangible challenge is that many programs will end this year or have already been shuttered. While it is evident that confidence in the financial system has been restored and that private capital is replacing public resources, isolated financial shocks such as the Dubai World incident will test the recovery. Both the Fed's programs to purchase agency debt and agency-backed MBS were about 90 percent complete at the beginning of 2010 and are scheduled to terminate at the end of March. According to Federal Open Market Committee (FOMC) minutes, many of the Fed's special liquidity facilities started during the crisis are experiencing declining usage and are scheduled to be shuttered in February.[1] The FDIC-sponsored Temporary Liquidity Guarantee Program, which guaranteed unsecured bank debt, ended in October 2009 and will shrink gradually as the pool of insured securities matures. The Treasury is likewise looking to significantly shrink the TARP program as banks continue to repay their loans. Only $550 billion of the $700 billion authorized by Congress was deployed with expected losses of $117 billion.[2]

While attempting to execute a smooth shutdown of its many credit facilities, the Fed is fortunate that inflation pressures are subdued. Substantial slack in the economy has enabled the Fed to maintain its fed funds target in the historically-low range of 0 to 0.25 percent without fear of price volatility. To underscore this policy stance, each of the eight FOMC statements in 2009 has reiterated that economic conditions, "… warrant exceptionally low levels of the fed funds rate for an extended period."

Headline CPI inflation on a year-over-year basis has been negative for most of 2009 but finally turned positive in November and December, mainly due to higher energy prices. Core CPI and core personal consumption expenditure price inflation remained subdued and stable throughout 2009. While current inflationary pressures are muted, the Fed will eventually have to normalize interest rates and shrink its balance sheet, which stood at $2.2 trillion at the end of 2009 (more than double the size prior to the credit crisis). Over $1 trillion is held by banks as excess reserves. As long as financial institutions are willing to leave these resources at the Fed – motivated partly by the Fed's authority to pay interest on reserves – inflation should remain stable. Nonetheless, the Fed is clearly concerned about the potential risk. It has recently started to explore methods of draining liquidity from financial markets using reverse repo agreements and a proposed term deposit facility. The most likely long-term results of these actions and the end of other programs in its quantitative easing policy will be higher interest rates. In preparation for this possibility, the Fed and other bank regulators issued a recent advisory on interest rate risk, which reminds financial institutions that "it is important for institutions to have robust processes for measuring and … mitigating their exposure to potential increases." Nevertheless, in past recessions, the Fed has waited about a year after the peak of the unemployment rate before lifting the fed funds target. As a result, the forecast does not anticipate a tightening of monetary policy until the end of this year, with fed funds target gradually increasing to 2.5 percent by the end of 2011.

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1) *The lone exception is TALF, which supports issuance of asset-backed securities collateralized by consumer, small business and student loans, as well as commercial mortgage-backed securities. TALF has seen modest expansion but is scheduled for closure at the end of June 2010.*
2) *U.S. Treasury Department, December 9, 2009.*

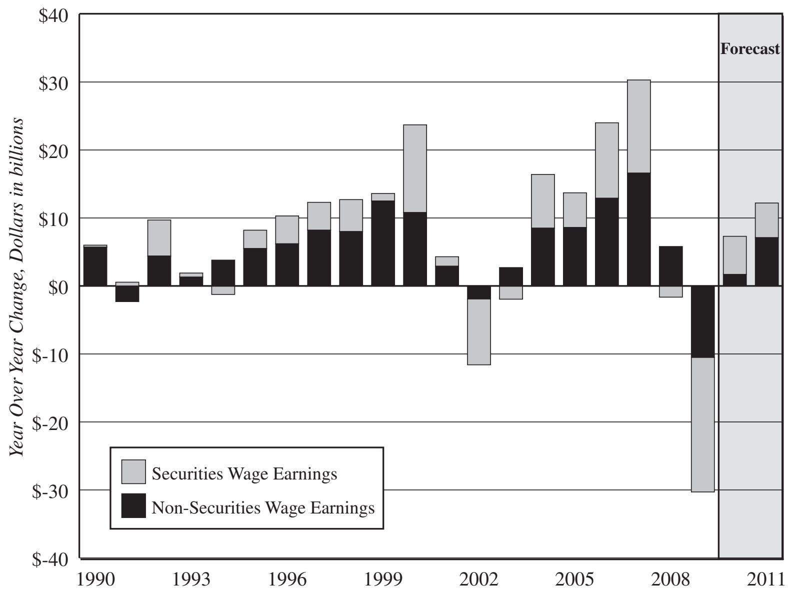
Finally, there is substantial political risk associated with the creation of new financial market regulations and the reconfiguration of the oversight framework itself. The Senate is still considering elements of its bank reform bill and any legislation will ultimately have to be reconciled with the current House bill. The President's recent proposal for taxing the 50 largest financial institutions to recoup bailout losses and his proposals to restrict the proprietary trading of banks highlights the difficult political environment facing the financial industry in 2010.

The New York City Economy

Last June it appeared that the collapse of the global financial markets would have a debilitating impact on the finance-based economy of New York City. There were enormous losses on Wall Street in 2007 and 2008 and a sharp contraction in labor markets. Overall wage earnings in the City dropped by an estimated $30 billion in 2009, an unprecedented decline of 10 percent. The precipitous loss of earnings lowered aggregate demand across all sectors of the City's economy. As a result, the local labor market is expected to contract into the first half of 2010. The commercial office market will remain weak until labor markets recover, although the nearly 35 percent decline in asking rents has spurred leasing activity. Demand for homes has been lackluster and there is substantial overhang in the residential market, particularly in the condo segment.

This broad-based weakness will continue until earnings recover. Supported by loose monetary policy, Wall Street appears to have bounced back earlier and stronger than anticipated. This will help moderate the severity of the local recession as the income generated on Wall Street begins to flow through the City in the second half of 2010.

Total Wage Earnings Declined by an Unprecedented $30 Billion in 2009. Two-thirds of the Loss Can Be Attributed to the Securities Sector. A Rebound on Wall Street Leads the 2010 Recovery.



Note: 2009 is an estimate.
Source: BLS

The importance of the finance industry to the City's economy cannot be overstated. After New York Stock Exchange (NYSE) member firms lost $43 billion in 2008, wage earnings in the industry plummeted in 2009.[1] Of the $30 billion decline in earnings in 2009, an estimated $20 billion can be attributed to the securities industry.

Fortunately, the financial crisis appears to have ended as New York Stock Exchange (NYSE) member firms have returned to profitability. Losses were expected to continue into 2009 due to further housing-related writedowns, as well as additional commercial property and consumer defaults. However, NYSE member firms posted $49.7 billion in profits in the first three quarters of 2009 largely due to actions taken by the Federal Reserve and the Financial Accounting Standards Board. With the cost of borrowing nearly zero, firms were able to lower their interest expense by about 80 percent in 2009. At the same time, firms were no longer required to recognize their troubled asset-backed securities at market prices. Subsequently, financial markets firmed and trading activity rebounded as the S&P500 spiked nearly 70 percent from the trough in March 2009.

Fueled by record profits, bonuses are expected to rebound in 2009, although they are not projected to top the record disbursements in 2006 and 2007. NYSE member firms have traditionally distributed approximately 50 percent of their net revenue to compensation.[2] However, firms are expected to pay less than this share in an

1) *The securities industry largely pays its bonuses in the first quarter of the calendar year reflecting the activity of the previous calendar year. For example, a 43% decline in securities sector wage earnings in the first quarter of 2009 reflects the poor 2008 performance.*
2) *Net revenue is defined as total revenue minus interest expense.*

attempt to blunt populist sentiment for punitive regulations or taxes. Given the sensitive political environment, the exact distribution of the rewards is not yet clear. Many of the largest banks have announced that a greater percentage of bonuses will be in the form of stock or options, with longer vesting periods and "claw back" options. With the federal government withdrawing its support from the industry, interest rates gradually rising, and the S&P500 not expected to repeat its 2009 performance, profits will decline to $23 billion in 2010 - which still constitutes the second highest profit of all time. On the other hand, firms will benefit from increased underwriting and mergers & acquisitions activity as the recovery extends to the broader economy. As interest rates continue to rise in 2011, profitability and bonuses fall back.[3]

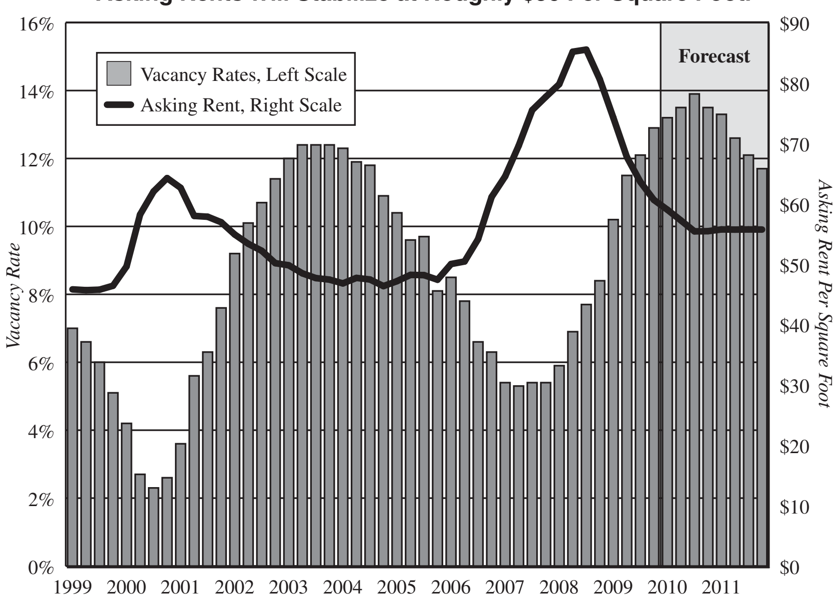
After Wall Street unexpectedly returned to profitability in the first quarter of 2009, job losses in the securities subsector did not accumulate as quickly as forecast. The current projection calls for losses of a few thousand more beyond what has already occurred, resulting in a peak-to-trough decline of 33,000 securities industry jobs. The aggregate finance & insurance sector is expected to lose 54,000 jobs.

The professional & business services sector is closely linked with Wall Street and therefore also outperformed the previous forecast in 2009. In the coming year, this sector is still projected to cut 23,000 jobs in addition to the 25,000 lost in 2009. The information sector is forecast to drop 7,000 jobs in 2010 after cutting 5,000 in 2009.

The employment losses in office-using sectors have impaired the City's office market. The vacancy rate in Midtown has risen steadily from 5.1 percent in the second quarter of 2007 to 12.8 percent in the fourth quarter of 2009. Landlords have responded by lowering their asking rent by 21 percent over the past year. The reduced asking rents will help stabilize the Midtown market in 2010 as vacancy rates remain at approximately 13 percent. Downtown has fared better as many of the financial firms hit hard by this recession had previously relocated to Midtown. Downtown vacancy rates reached 8.7 percent in the fourth quarter of 2009, but will soften further in the upcoming year due to continuing job losses in office-using sectors, and Goldman Sachs' consolidation into its new headquarters which will add two million square feet to the Downtown market. As a result, vacancy rates jump to around 15 percent in Downtown through 2010. Average primary asking rents across the Midtown and Downtown markets slide by an additional 16 percent between 2009 and 2012 to average roughly $56 per square foot.

The City's commercial property investment market has been a victim of the financial meltdown. Only five transactions valued at over $100 million were recorded in 2009.[4] In addition, a number of the buildings purchased in 2006 and 2007, when cheap credit was readily available and the market was at its peak, may face default in 2010. Refinancing options for these buildings are non-existent as securitization of large loans has come to a grinding halt. The investment market is expected to remain muted through 2010.

The New York City Office Market Has Softened Considerably. Asking Rents Will Stabilize at Roughly $56 Per Square Foot.



Source: Cushman & Wakefield, OMB

3) It should be noted that future profitability could be adversely affected by any regulatory changes to the financial system or the addition of fees or taxes imposed on the industry by the federal or state government. At this time no legislation has passed.

4) New York City Department of Finance. In 2008, 20 such transactions were recorded, while 66 sales took place in 2007.

Likewise, the City's residential market remains sluggish. The market for single-family homes has registered year-over-year volume declines in every quarter since the peak in the third quarter of 2005. In the third quarter of 2009, single-family home sales had fallen by 60 percent from the peak quarter.[5] Activity will remain at low levels as prices bottom out in 2011, nearly 35 percent below the peak; co-ops have followed a similar trend. Weakness is expected to persist in the co-op market through 2010: prices for these units have fallen 21 percent from the peak, and will fall further. Co-op sales will be reduced by 31 percent through 2009 and by an additional 7 percent in 2010.

In recent years, newly-built condo units made up over half of all condo transactions. New unit sales receded in 2009 due to tighter credit standards. Through the third quarter of 2009, condo sales declined 47 percent year-to-date over the same period in 2008.[6] Prices have so far dropped 20 percent from their peak, and are projected to slide through 2010 due to a large number of condos that are in the development pipeline from the building boom.

Following the steep decline of real estate transactions, development has slowed dramatically in 2009. Building permit filings have shrunk 50 percent over 2008. Adding to the soft conditions seen in requests for new building permits, there are an increasing number of stalled construction sites across the City. As of January 2010, there were 530 such sites.[7] Tightness in the credit market for new construction projects as well as weaker demand will translate to fewer units being built in the upcoming years. Permit issuance will be stagnant in 2010 and will not reach the levels recorded prior to the economic downturn for some time to come.

Weakness across the residential and commercial real estate markets has forced some firms to reduce their labor needs. Local construction employment has contracted by about 11,000 jobs in 2009 and real estate has lost about 3,000 jobs. Further weakness will continue to hinder employment growth in these sectors. In 2010, construction is anticipated to cut another 11,000 jobs and real estate is forecast to trim 3,000.

The long-term decline in the manufacturing sector is expected to persist in coming years. Manufacturing cut about 12,000 jobs in 2009, leaving the employment level at a new record low of 83,000. Over the last decade, the size of this sector has been cut in half. In 2010, the manufacturing sector is forecast to lose 7,000 more jobs.

On an upbeat note, the City's tourism industry has shown its ability to adapt to economic challenges throughout this recession. The industry was hit hard in the months following the financial market collapse that began in late 2008. In the first quarter of 2009, total air passenger volume recorded its first double-digit year-over-year percentage decline since the 9/11 attacks. Since then, the rate of decline for air passengers has slowed and even registered a year-over-year increase of 1.5 percent in September – the first gain since July 2008.[8]

Hotels responded to the slowdown by discounting average room rates by nearly $100 per night. Hotel occupancy rates, which had dropped below 80 percent for the first time in almost six years in the first quarter of 2009, reached a 2009-high of 85.8 percent in September. Room rates were $233 in November.[9] Likewise, Broadway shows experienced a steep decline in the first quarter of 2009, as attendance and box office grosses dropped 15 percent and 10 percent, respectively. Broadway has since fared much better, garnering an all-time best one billion dollars in box office receipts while attracting nearly 12 million patrons through its doors.[10]

The City's inherent cultural attractions and a weak dollar attracted visitors from all over the world. Despite the recession, 45.25 million visitors flocked to the City in 2009 - the third highest level in history - and this

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5) New York City Department of Finance.

6) Ibid.

7) New York City Department of Buildings. Data through January 10th, 2010.

8) Port Authority of New York & New Jersey.

9) PKF Consulting. Data is seasonally adjusted by OMB.

10) The Broadway league. Broadway was able to mitigate a decline in attendance by raising the average ticket price by nine percent, perhaps taking advantage of the weak dollar and favorable exchange rate.

success is expected to continue.[11] Hotel occupancy rates will stay near 80 percent in 2010 and 2011 and room rates increase steadily throughout the forecast period (though they remain below $250 for the next two years).

Additional foreign money flowing through the City boosted leisure & hospitality employment. The hotel industry managed to retain most of their employees despite reducing room rates. The forecast for the leisure & hospitality sector calls for a gain of 1,000 jobs in 2010. Conversely, retail establishments did not fare as well due to the enormous loss of local wage earnings in 2009. Retail employment is expected to contract until financial sector earnings circulate throughout the City. After a drop of 10,000 jobs in 2009, retail is projected to cut an additional 12,000 jobs in 2010.

Education and health services were the only two major private sectors to add jobs in 2009. These traditionally noncyclical sectors expanded by about 19,000, although there is some uncertainty as to whether this pace can continue. State and local government budget cuts may have a negative impact on these industries. Therefore, employment in educational services is forecast to be flat in 2010; health care & social assistance is expected to add 4,000 jobs, down from the 12,000 gain in 2009.

In all, private employment in New York City declined by an estimated 90,000 in 2009 and is expected to drop by an additional 87,000 in 2010. An increase in economic activity results in the addition of 20,000 jobs in 2011. Wage earnings are projected to increase by 2.8 percent, or $7 billion, in 2010 due to a 5.1 percent increase in the average wage, driven up by Wall Street earnings. In 2011, wage earnings are expected to increase by 4.5 percent, or $12 billion, due to overall wage and employment growth.

There is some uncertainty regarding the path of the recovery for the City's economy. The national economy has yet to prove itself without substantial federal stimulus. Assumptions for strong profitability on Wall Street in 2010 are predicated on continued low interest rates and the Federal Reserve's ability to unwind its balance sheet successfully. In addition, the implication of financial regulatory reform or taxes imposed on the industry could be deleterious. Furthermore, the stressed fiscal conditions of New York State could adversely impact the City's economy.

New York City Job Growth Forecast

NYC Employment (Ths.)	2009 Level	2010 Level Change	2011 Level Change
Total	3,705	(102)	22
Private	3,137	(87)	20
Financial Activities	436	(20)	(4)
Securities	164	(7)	1
Professional & Business Services	580	(23)	9
Information	163	(7)	3
Education	167	(1)	3
Heatlh & Social Services	571	4	9
Leisure & Hospitality	306	1	4
Wholesale & Retail Trade	429	(19)	1
Tranportation & Utilities	119	(4)	0
Construction	120	(11)	(2)
Manufacturing	83	(7)	(5)
Other Services	163	(1)	2
Government	568	(15)	1

11) NYC & Company

Financial Plan Fiscal Year 2011

Forecasts of Selected Economic Indicators for the United States and New York City
Calendar Year 2009-2014

	2009	2010	2011	2012	2013	2014	1978-2008*
NATIONAL ECONOMY							
Real GDP							
Billions of 2000 Dollars………	12,975	13,275	13,649	14,150	14,597	15,012	
Percent Change ………………	-2.5	2.3	2.8	3.7	3.2	2.8	2.9%
Non-Agricultural Employment							
Millions of Jobs………………	132.0	131.0	133.2	136.8	140.1	142.6	
Level Change…………………	-5.1	-1.0	2.2	3.6	3.3	2.5	
Percent Change………………	-3.7	-0.7	1.7	2.7	2.4	1.7	1.5%
Consumer Price Index							
All Urban (1982-84=100)……	214.5	219.3	223.5	227.8	231.6	236.1	
Percent Change ………………	-0.3	2.2	1.9	1.9	1.7	1.9	4.1%
Wage Rate							
Dollars Per Year………………	47,938	49,541	50,808	51,901	53,357	55,017	
Percent Change………………	0.4	3.3	2.6	2.2	2.8	3.1	4.5%
Personal Income							
Billions of Dollars……………	12,069	12,485	13,025	13,709	14,480	15,301	
Percent Change………………	-1.4	3.4	4.3	5.2	5.6	5.7	6.5%
Before-Tax Corporate Profits							
Billions of Dollars……………	1,393	1,569	1,719	1,773	1,811	1,771	
Percent Change………………	-4.7	12.6	9.5	3.2	2.2	-2.2	6.1%
Unemployment Rate							
Percent ………………………	9.3	10.2	9.6	8.6	7.7	7.2	6.1% avg
10-Year Treasury Note							
Percent………………………	3.2	4.2	4.9	5.5	5.8	6.5	7.5% avg
Federal Funds Rate							
Percent………………………	0.2	0.3	1.7	3.4	3.6	4.7	6.4% avg
NEW YORK CITY ECONOMY							
Real Gross City Product**							
Billions of 2000 Dollars………	544.0	555.9	556.2	571.7	585.9	598.2	
Percent Change………………	-3.5	2.2	0.1	2.8	2.5	2.1	2.8%
Non-Agricultural Employment							
Thousands of Jobs……………	3,705	3,603	3,625	3,674	3,723	3,759	
Level Change…………………	-85	-102	22	50	49	36	
Percent Change ………………	-2.3	-2.7	0.6	1.4	1.3	1.0	0.5%
Consumer Price Index							
All Urban (1982-84=100)……	236.8	242.2	247.4	252.6	257.4	263.0	
Percent Change………………	0.4	2.3	2.2	2.1	1.9	2.2	4.2%
Wage Rate							
Dollars Per Year………………	73,720	77,457	80,461	80,971	83,772	86,886	
Percent Change………………	-8.2	5.1	3.9	0.6	3.5	3.7	5.8%
Personal Income							
Billions of Dollars……………	410.7	422.8	438.5	455.1	476.1	499.3	
Percent Change………………	-3.0	2.9	3.7	3.8	4.6	4.9	6.5%
NEW YORK CITY REAL ESTATE MARKET							
Manhattan Primary Office Market							
Asking Rental Rate***							
Dollars per Square Feet………	66.57	56.78	55.74	55.70	55.86	55.47	
Percent Change………………	-19.6	-14.7	-1.8	-0.1	0.3	-0.7	3.8%
Vacancy Rate***							
Percent………………………	11.7	13.5	12.4	11.0	10.3	10.8	10.8% avg

* *Compound annual growth rates for 1978-2008. Compound growth rate for Real Gross City Product covers the period 1980-2008; Personal Income 1977-2007.*

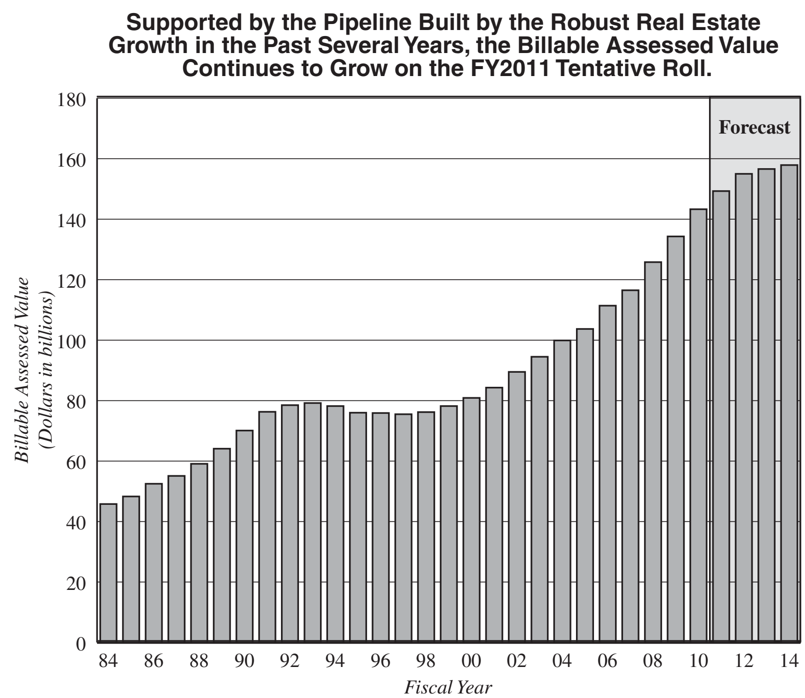
** *GCP estimated by OMB. The GCP figures have been revised due to a methodological change.*

*** *Office market statistics are based on 1987-2008 data published by Cushman & Wakefield.*

TAX REVENUE FORECAST

Real Property Tax

In 2010, real property tax revenue is forecast at $16,034 million, an increase of $1,696 million over the prior year, growth of 11.8 percent, reflecting the full-year impact of the repeal of the 7.0 percent property tax cut. This is a decrease of $38 million from the June 2009 Plan, resulting from a reduction in lien sale proceeds of $30 million. The 2010 lien sale is now expected to close in early 2011. On a common rate and base, revenue is forecast to grow 5.8 percent in 2010. In 2011, real property tax revenue is forecast at $16,915 million, an increase of $880 million over the prior year level, growth of 5.5 percent. This is a reduction of $234 million from the June 2009 Plan, resulting from a lower levy forecast of $254 million, an increase in the reserve for uncollectible taxes of $10 million, offset by an increase in lien sale proceeds of $30 million. On a common rate and base, revenue is forecast to grow 5.5 percent in 2011.



In 2010, citywide market value declined for the first time since 1996, a result of the local recession and the liquidity crisis spawned by the financial crisis. In 2011, citywide market value is estimated to be flat based on the tentative roll. Class 1 market values, reflecting comparable sales prices, continued to decline. Class 2 and Class 4 market values showed weak growth. These properties were valued using income and expense statements filed by the property owners for calendar year 2008, the most recent data that is available. Moderating Class 2 and Class 4 economic fundamentals were higher cap rates than the previous year, reflecting the lack of liquidity in the credit markets.

In the outyears of the forecast, Class 1 market value continues to decline through 2013 before growth returns in 2014. Class 2 market value is forecast to decline from 2012 through 2014, lagging the forecast of employment declines in calendar years 2009 and 2010. Market value growth returns to Class 2 only beyond 2014 as employment begins its slow recovery in calendar year 2011. Class 4 market value is also expected to decline moderately in 2012 and 2013 before growth returns in 2014, lagging the forecast asking rent declines and vacancy rate increases through calendar year 2011. The decline in market value for both Class 2 and Class 4 is expected to generate a negative 'pipeline' of assessed values to be phased in over the next four years, lowering the total billable assessed value growth to an average of 1.9 percent from 2012 through 2014.

In 2011, the property tax levy forecast is based on the tentative roll, which was released by the Department of Finance (DOF) on January 15, 2010. The total billable assessed value on the tentative roll (after accounting for the veterans' and STAR exemptions) grew by $6.7 billion to $148.5 billion over 2010, or 4.7 percent, buoyed by the 'pipeline' of billable assessed values to be phased in from the robust market value growth seen in prior years for large Class 2 and Class 4 properties. The tentative roll is expected to be reduced by $0.9 billion on the final roll to be released in May as a result of Tax Commission actions, Department of Finance changes by notice and the completion of exemption processing. The billable assessed value on the final roll (before accounting for the veterans' and STAR exemptions) is forecast to grow at 4.1 percent.

Class 1 properties (one-, two- and three-family homes) saw a decline of 2.7 percent in market value on the tentative roll, the third consecutive year of decline. The billable assessed value, on the other hand, continues to grow at 4.0 percent on the tentative roll (after accounting for the veterans' and STAR exemptions). The statutory cap in assessed value growth (six percent per year and twenty percent over five years) that has prevented steep increases in assessed value from prior years' robust market value growth, allows assessed value to grow even with declining market values. With an estimated tentative-to-final roll reduction in billable assessed value of $62 million, billable assessed value on the final roll (before accounting for the veterans' and STAR exemptions) is expected to grow by 4.1 percent. With continuing market value declines forecast for Class 1, billable assessed value growth is expected to slow to an annual average of 1.5 percent from 2012 through 2014.

Class 2 properties (apartments, condominiums, and cooperatives) saw growth of 4.0 percent in market value on the tentative roll. Billable assessed value growth on the tentative roll is 5.1 percent (after accounting for the veterans' and STAR exemptions), slightly lower than last year's 5.9 percent. With an estimated tentative-to-final roll reduction of $592 million, billable assessed value growth on the final roll (before accounting for the veterans' and STAR exemptions) is expected to be 4.0 percent. With a forecast decline in the Class 2 market values combined with a deflated level of existing 'pipeline' of deferred assessment increases (as a result of sluggish market value growth) yet to be phased in, Class 2 billable assessed value is forecast to grow at an annual average rate of 1.6 percent from 2012 through 2014.

Class 3 properties (utilities) saw billable assessed value growth of 2.2 percent on the 2011 tentative roll, after a growth of 9.0 percent in 2010. When the NYS Office of Real Property Services completes the assessment for the Class 3 special franchise properties in April, billable assessed value is forecast to increase by $404 million over the tentative roll. Class 3 billable assessed value on the final roll is expected to grow 6.1 percent. No additional reduction from the tentative roll to the final roll is expected for Class 3 properties. Class 3 billable assessed value is expected to grow at an annual average rate of 3.5 percent from 2012 through 2014.

Class 4 properties (office and commercial space) saw market value growth of 2.1 percent on the tentative roll. Generally, DOF values Class 4 properties using the income and expense information from the most recent RPIE (Real Property Income and Expense) submission, which in the case of the 2011 tentative roll, was calendar year 2008. In addition, DOF makes appropriate adjustments to the capitalization rates to capture the change in market interest rates and lack of liquidity in the credit markets. The Class 4 billable assessed value growth (after accounting for the veterans' and STAR exemptions) on the 2011 tentative roll was 5.0 percent, lower than last year's 7.6 percent growth. With an estimated tentative-to-final roll reduction of $686 million, billable assessed value growth on the final roll (before accounting for the veterans' and STAR exemptions) is expected to be 4.0 percent. With a forecast decline in the Class 4 market values combined with a deflated level of existing 'pipeline' of deferred assessment increases yet to be phased in, Class 4 billable assessed value is forecast to grow at an annual average rate of 1.9 percent from 2012 through 2014.

Property tax collections are expected to grow at an annual average rate of 1.9 percent from 2012 through 2014.

Real Property Transfer & Mortgage Recording Taxes

In 2010, real property transfer tax revenue is forecast at $589 million, $153 million below the prior year, a decline of 20.7 percent. This is a reduction of $24 million from the June 2009 Plan. The overall decline from the collections peak reached in 2007 to the 2010 level is $1.1 billion, or 65.8 percent over three years.

Real property transfer tax collections year-to-date through December declined by 43.6 percent from the prior year, after declining 47.3 percent in 2009, indicating the continued deterioration of the local real estate market. In 2010, total real property transfer tax collections are forecast to decline by an additional 20.7 percent, before growth returns at 8.7 percent in 2011. The revenue growth averages 9.9 percent from 2012 through 2014.

In 2010, commercial transaction collections are forecast to decline 40.7 percent, driven by a falling transactions count (down 20.2 percent) as well as average sales price (down 17.1 percent). The market for commercial transactions remains stalled as sellers wait for prices to stabilize. In addition, lenders are reluctant to foreclose on commercial properties that are in default or delinquent due to the current uncertain market conditions and instead have initiated a "waiting game", granting loan extensions and delaying foreclosures until the market shows signs of stabilizing. In 2010, commercial transaction collections are forecast to decline \$860 million and 82.1 percent from the peak level seen in 2007. Growth in commercial transaction collections is forecast to return in 2011 as the real estate market begins to stabilize, with both the number of transactions and the average sales price expected to rebound. Growth in commercial real property transfer tax collections averages 8.1 percent from 2012 through 2014.

In 2010, residential collections are forecast to decline 5.7 percent, as the average sales price continues to fall (down 13.6 percent) offset partially by a small increase in the number of transactions. In 2010, the citywide number of transactions for residential 1-3 family homes and condominiums is forecast to grow 10.9 percent and 2.7 percent, respectively, while average sales price is forecast to decline 12.5 percent and 15.0 percent, respectively. However, for cooperatives in 2010, both the number of transactions and average sales price are forecast to decline 6.9 percent and 10.6 percent, respectively. In 2011, both the number of transactions and the average sales price are forecast to decline even further for all types of residential transactions. From 2012 through 2014, both the number of transactions and average sales price rebound and growth in residential transaction tax collections averages 11.9 percent.

In 2010, mortgage recording tax revenue is forecast at \$381 million, \$134 million below the prior year, and a decline of 26.0 percent. This is a reduction of \$94 million from the June 2009 Plan. The mortgage recording tax revenue decline from the collections peak reached in 2007 to the 2010 level is \$1.2 billion, or 75.7 percent over three years.

In 2010, total mortgage recording tax revenue is forecast to decline 26.0 percent, before recovering and growing 22.0 percent in 2011. From 2012 through 2014, growth averages 17.0 percent. In 2010, commercial mortgage recording tax revenue is forecast to decline 45.0 percent, then exhibit a strong recovery as both the transaction volume and average price rebound in 2011. In 2010, residential mortgage recording tax revenue is forecast to decline 9.3 percent after declining 46.8 percent in 2009. Since the credit crisis, lenders are reluctant to lend to those seeking non-conforming mortgages due to tightened credit standards and a lack of securitization. In 2011, residential mortgage recording tax revenue is forecast to decline 8.9 percent.

Commercial Rent Tax

Commercial rent tax revenue in 2010 is forecast at \$578 million, \$5 million below the prior year, a decline of 0.8 percent. This is an increase of \$35 million over the June 2009 Plan. In 2011, commercial rent tax revenue is forecast at \$551 million, a decrease of \$27 million from the prior year, a decline of 4.7 percent. This is an increase of \$20 million over the June 2009 Plan.

In 2010, while the City's economy in general and the commercial office market in particular have weakened recently, the increase over the June 2009 Plan reflects a milder decline in primary office market occupied inventory combined with a lower than expected office related employment loss forecast for this plan compared to the June 2009 Plan.

In 2011, commercial rent tax revenue is forecast at $551 million, $27 million below the prior year, a 4.7 percent decline. This is an increase of $20 million over the June 2009 Plan. This reflects declines in office-using employment in calendar year 2009 and 2010, further weakening the demand for office space, increasing the primary office vacancy rates and weakening the asking rents.

Over the long run, a lack of speculative new office construction during the recent real estate boom implies that the Manhattan office market is reasonably poised to withstand the effects of the current economic contraction. Office-using employment is expected to recover in calendar year 2011, while primary market asking rent is expected to continue falling until calendar year 2012. The commercial rent tax growth is forecast to average 1.0 percent from 2012 through 2014.

Personal Income Tax

In 2010, personal income tax revenue is forecast at $6,817 million, $229 million above the prior year, growth of 3.5 percent. This is an increase of $830 million over the June 2009 Plan. In 2011, personal income tax revenue is forecast at $7,320 million, $503 million above the prior year, growth of 7.4 percent. This is an increase of $434 million over the June 2009 Plan. On a common rate and base, personal income tax revenue is forecast to decline 1.1 percent in 2010 and to grow 6.8 percent in 2011.

In 2010, personal income tax revenue is forecast to grow 3.5 percent over the prior year, after a decline of 24.7 percent. After a decline of 4.9 percent in 2009, withholding collections in 2010 are forecast to be virtually flat over the prior year as a result of conflicting forces affecting wage earnings: stronger bonus payouts by Wall Street firms and large job losses over the course of the year. The July through November decline in withholding collections was 6.7 percent, reflecting job losses, which began in the City in September 2008. For the December through March bonus period, withholding collections are forecast to grow 10.3 percent, as a result of rebounding bonus payouts by Wall Street firms as the NYSE member-firm profits reach historic levels. This is partially offset by the continued impact of the job losses seen previously and the expectation of continuing employment declines. Moreover, populist outcry against large bonuses has gained momentum, motivating a shift in the bonus payout by large Wall Street firms from cash to longer-term incentives with a smaller withholding footprint. In the last quarter of the fiscal year, withholding collections are forecast to decline only 1.3 percent from the prior year, as job declines are expected to moderate. Installment payments in 2010 are forecast to decline 12.5 percent, reflecting a decline in capital gains realizations in calendar year 2009. In addition, continued job losses in the business services and real estate sectors, which have high levels of self-employment, further reduce installment payments from self-employed taxpayers. The settlement payment on tax year 2009 liability (net of final returns, refunds, extensions and City/State offsets) is expected to increase by more than $400 million above the prior year. This results primarily from the correction to the City/State offset payment, which occurred in the prior year. After adjusting for the City/State offset correction, the 2009 settlement payment is expected to be flat over the prior year.

In 2011, personal income tax revenue is forecast to grow 7.4 percent over the prior year. Withholding collections are forecast to be flat, reflecting the full-year impact of the job losses seen in the prior fiscal year. The City is expected to lose 93,000 private sector jobs in 2010. However, the impact of the employment losses is offset by growth in the bonus payout on 2010 Wall Street earnings. Installment payments in 2011 are expected to increase 9.0 percent, stemming from strong forecast capital gains realizations in calendar year 2010 due to a recovery in the equity markets. In addition, the expiration of the Bush tax cuts in calendar year 2011 is expected to cause a spin-up of future realizations into calendar year 2010. The settlement payment on tax year 2010 liability (net of final returns, refunds, extensions and City/State offsets) is expected to increase by approximately $200 million above the prior year, due to a rebound in nonwage income.

In the outyears of the forecast period, a continued recovery in employment, wage rates, and nonwage income leads to growth averaging 5.7 percent in 2012 through 2014.

Business Income Taxes

In 2010, business income tax revenues (general corporation, banking corporation, and unincorporated business taxes) are forecast at $4,600 million, $603 million below the prior year, a decline of 11.6 percent. This is an increase of $486 million over the June 2009 Plan. In 2011, business income tax revenues are forecast at $4,949 million, $348 million above the prior year, growth of 7.6 percent. This is an increase of $372 million over the June 2009 Plan. Legislation that passed in 2009 brought a number of the City's business tax provisions into conformity with New York State, enacted a 10-year phase-in of a single sales factor allocation formula and enacted additional tax relief for small businesses paying the unincorporated business tax. On a common rate and base, business income tax revenues are forecast to decline 14.6 percent in 2010, followed by growth of 8.5 percent in 2011.

In 2010, the forecast of business income taxes reflects the divergent fortunes of the City's finance and non-finance sectors over the course of the year. Tax payments from finance sector firms are rebounding due to the strong recovery in Wall Street profitability in 2009, brought about by the Federal government's aggressive array of fiscal and monetary actions. While the finance sector rebounds, tax payments from the non-finance sector are forecast to decline in 2010, as the impact of the national recession, evidenced by local job declines, is felt across the non-finance sectors of the local economy. Business income tax revenues in the outyears are forecast to recover as the non-finance sector stabilizes and recovers, while the finance sector rebound is dampened as the unprecedented government assistance is withdrawn from the nation's financial system. Collection levels are not expected to surpass the 2007 collections peak until 2014.

In 2011, business income tax revenues are expected to grow 7.6 percent over the prior year, the result of the continued forecast strength in NYSE member-firm profits in calendar year 2010 and a non-finance local economy that is still shedding jobs from the national recession. In 2011, revenue growth is also lifted by the decline in the year-over-year refund payout of $248 million. Tax payments from businesses are expected to return to trend growth as the non-finance sector stabilizes and recovers, while refund payouts decline to historical trend levels.

In 2010, general corporation tax gross collections are forecast to decline 2.1 percent from the prior year. This is an increase of $182 million over the June 2009 Plan. General corporation tax gross collections year-to-date through December are down 20.0 percent from the prior year, as tax payments from finance sector firms have lagged the upward swing in their tax liability. Tax payments in the second half of the year are expected to reflect the rebound in Wall Street profitability as firms file their 2009 annual returns in March and declarations on 2010 in June. Tax payments from non-finance firms have been weak in the first half and are expected to remain weak in the second half, as the severe national recession takes its toll on the profits of local corporate taxpayers.

In 2011, gross collections from the corporate tax are forecast to grow 10.9 percent over the prior year. This results from continued strength in Wall Street profitability, leading to another year of high levels of tax payments from finance sector firms. In addition, as corporate profits recover and job losses slow over the course of calendar year 2010, tax payments from the City's non-finance sector are expected to stabilize.

In 2010, banking corporation tax gross collections are forecast to decline 20.1 percent, $270 million below the unusually strong prior year. This is an increase of $350 million over the June 2009 Plan. Banking corporation tax gross collections are up 16.8 percent year-to-date through December. In 2009, banking corporation tax gross collections grew nearly 50 percent, with most of the unusual collections received in the second half of the year. The collections strength was partly due to Federal and State tax compliance initiatives. The exceptional second half of 2009 collections are not expected to repeat. Refund payouts are forecast to fall from the 2010 level of $381 million to $95 million by 2014, a decline of $286 million, lifting net revenue growth. In 2011 through 2014, banking corporation tax gross collections are forecast to return to a sustainable level of growth.

In 2010, unincorporated business tax gross collections are forecast to decline 8.5 percent, $161 million below the prior year. This is an increase of $217 million over the June 2009 Plan. Unincorporated business tax gross collections year-to-date through December have declined 5.8 percent. Despite the rebound in Wall Street profitability, hedge funds, which make up a large portion of the unincorporated business tax finance sector, have not seen assets under management recover to pre-crisis levels. In addition, non-finance sector tax payments have been suppressed by the full brunt of the severe national recession and its consequence to unincorporated business profitability. In 2011, unincorporated business tax gross collections are forecast to grow 0.8 percent over the prior year, paralleling the slow recovery of the national and local economies.

Sales & Use Tax

In 2010, sales tax revenue is forecast at $4,881 million, $287 million above the prior year, growth of 6.2 percent. This is an increase of $92 million over the June 2009 Plan. Legislation enacted in 2009 raised the City sales tax rate from 4.0 percent to 4.5 percent and expanded the taxable base through the elimination of the clothing and footwear exemption and the exemption on electric and natural gas transmission and distribution charges, effective August 1, 2010. On a common rate and base, sales tax revenue is forecast to decline 7.9 percent in 2010 and grow 3.5 percent in 2011.

Sales tax revenue declined 5.6 percent in 2009 and is forecast to decline 7.9 percent in 2010 on a common rate and base, reflecting a decline in local consumption more severe than that seen in the 2001 recession or the 1991 recession. The decline in revenue in 2009 followed six years of strong sales tax revenue growth as the City added jobs, the booming real estate market fueled consumption of large-ticket durable purchases, and the low dollar fueled a boom in tourist consumption. Consumption began collapsing in the second quarter of 2009, coincident with the start of job losses in the City leading to an unparalleled string of quarterly declines in sales tax collections. Sales tax revenue declined 7.4 percent in the second quarter, 10.2 percent in the third quarter and 16.1 percent in the fourth quarter of 2009, on a common rate and base. In 2010, sales tax revenue declined 17.0 percent in the first quarter, followed by stabilization in the second quarter with a decline of only 1.8 percent, on a common rate and base.

In 2010, sales tax revenue is forecast to decline 7.9 percent on a common rate and base reflecting the second year of decline as the local recession deepens. The City lost 29,000 jobs in fiscal year 2009 and is forecast to lose another 92,000 jobs in fiscal year 2010, severely impacting local consumption. Consumption is further weakened as those consumers who remain employed avoid risk, increase savings and pay down debt. Tourist consumption, on the other hand, is not such a pessimistic story. The hotel industry has maintained relatively high occupancy rates (on average 80 percent) despite the severe national recession by cutting hotel room rates in order to maintain the City as an attractive destination for domestic and international visitors. This proved quite successful, as New York City became the number one tourist destination in the United States for the first time in 20 years during calendar year 2009. Despite lower room rates (lowering hotel tax revenue), maintaining an extraordinary level of visitors during a national recession has partially offset local consumption declines spurred by job losses and flagging consumer confidence.

In 2011, sales tax revenue is forecast to grow 4.9 percent (3.5 percent on a common rate and base). Consumption rebounds moderately as the forecast job losses in 2011 slow during the first half of the year and shift to modest gains by the end of the year. As the employment picture improves, pent-up demand is released, lifting consumption. New York City is also expected to remain a desirable destination for domestic and foreign visitors, leading to continued growth in visitor consumption.

Sales tax revenue growth is forecast to average 5.3 percent from 2012 through 2014, returning to trend growth, paralleling the national and local economic recoveries.

All Other Taxes

Utility tax revenue is forecast at $394 million in 2010, a decline of 1.1 percent. Year-to-date utility tax collections through December are down 12.2 percent from the prior year due to an abnormally cool summer and continued employment losses. However, utility tax revenue is expected to decline only 1.1 percent for the year due to flat utility prices. Utility tax revenue is forecast at $398 million in 2011, growth of 1.0 percent and is forecast to grow an average of 2.9 percent from 2012 through 2014.

Cigarette tax revenue is forecast at $96 million in 2010, a decline of 0.3 percent. In 2011, cigarette tax revenue is forecast at $94 million, a decline of 2.1 percent from the prior year. On a common rate and base, cigarette tax revenue is forecast to decline 0.1 percent in 2010 and 2.1 percent in 2011. From 2012 through 2014, cigarette tax collections are projected to decline an average of 2.2 percent, reflecting the long-term historical trend decline in the number of packs sold.

Hotel tax revenue is forecast at $350 million in 2010, growth of 2.2 percent. The City enacted a temporary hotel tax rate increase (raising the rate from 5.0 percent to 5.875 percent) effective March 1, 2009 through November 30, 2011. The City also enacted a loophole closer affecting "room remarketers", effective September 1, 2009.

In 2010, hotel tax revenue is forecast to decline 10.8 percent on a common rate and base following a 13.4 percent decline in 2009. The hotel occupancy rate began to drop precipitously in early calendar year 2009. Hoteliers in the City quickly responded and slashed room rates (on average $100) to entice overnight visitors and maintain a higher rate of hotel occupancy than otherwise would have been the case. As a result, the hotel occupancy rate stabilized by the end of calendar year 2009 and the decline in the number of visitors arriving into the City was not as severe as originally estimated. In fact, for the first time in 20 years, New York City became the top tourist destination in the United States. Room rates for calendar year 2010 are forecast at $230 on average, flat over the prior year, and occupancy is forecast to remain near 80 percent. A number of hotels have opened this year despite the economic downturn, which added approximately 3,200 rooms to the current inventory, putting more downward pressure on room rates.

In 2011, hotel tax revenue is forecast at $359 million, growth of 2.7 percent. Room rates are expected to grow slowly as the economy recovers. However, more hotels are expected to open, which will add approximately 1,200 more rooms to the City's current inventory and therefore prevent large room rate increases in 2011 through 2014. Hotel tax revenue is forecast to grow on average 3.4 percent on a common rate and base from 2012 through 2014 as the global and national economies return to trend growth.

All other tax revenues in 2010 are forecast to decline by $7.5 million from the prior year, a decline of 1.6 percent, but an increase of $65.5 million from the June 2009 Plan. The increase from the June 2009 Plan stems primarily from Payments in Lieu of Taxes (PILOTs) increases: Battery Park City PILOT payment up $29.0 million, One Bryant Park PILOT payment up $20.0 million and a new payment from the American Stock Exchange PILOT of $13.0 million. In 2011, all other taxes are forecast to decline 8.4 percent. On a common rate and base, all other taxes are forecast to decrease 1.4 percent in 2010 and decline 7.3 percent in 2011.

Tax Enforcement Revenue

Tax audit revenue for 2010 is forecast to decline by $66.8 million from the prior year, a decline of 7.1 percent, but an increase of $285 million over the June 2009 Plan. As part of the City's program to reduce the projected budget gap, the Department of Finance will vigorously pursue the delinquent taxpayers through agency audit activities and computer matches. From 2011 through 2014, audit revenue is forecast at $596 million, $594.8 million, $593.5 million and $593.5 million, respectively.

Tax Revenue Forecast

($ in Millions)

	Fiscal Year				
	2010	**2011**	**2012**	**2013**	**2014**
Real Estate Related Taxes:					
Real Property	$16,034	$16,915	$17,533	$17,742	$17,879
Commercial Rent	578	551	548	557	568
Mortgage Recording	381	465	538	641	744
Real Property Transfer	589	640	691	775	849
Income - Based Taxes:					
Personal Income	6,817	7,320	7,833	8,251	8,667
General Corporation	2,288	2,640	2,893	3,115	3,286
Banking Corporation	694	649	753	856	899
Unincorporated Business	1,618	1,660	1,734	1,820	1,918
Consumption and Use Taxes:					
Sales and Use	4,881	5,122	5,361	5,660	5,975
Utility	394	398	411	421	434
Cigarette	96	94	92	90	88
Hotel	350	359	360	337	344
All Other	467	428	432	432	432
Subtotal	**35,187**	**37,240**	**39,178**	**40,697**	**42,083**
Tax Audit Revenue	881	596	595	594	594
Total	**$36,068**	**$37,836**	**$39,773**	**$41,291**	**$42,676**
STAR Aid	910	943	980	1,055	1,055
Agency PEG's	11	19	19	19	19
Tax Fairness Proposals	—	219	241	262	284
Total*	**$36,988**	**$39,016**	**$41,013**	**$42,626**	**$44,034**

** Total may not add due to rounding*

Tax Revenue Forecast
All Other Taxes

($ in Millions)

	Fiscal Year				
	2010	**2011**	**2012**	**2013**	**2014**
Excise Taxes:					
Horse Race Admissions	$—	$—	$—	$—	$—
Beer and Liquor	23.0	23.0	24.0	24.0	24.0
Liquor Licence	5.0	5.0	5.0	5.0	5.0
Off-Track Betting (Dividend)	—	—	—	—	—
OTB Surtax	3.0	4.3	4.3	4.3	4.3
Auto Related Taxes:					
Commercial Motor Vehicle	47.5	47.5	47.5	47.5	47.5
Auto Use	28.0	28.0	29.0	29.0	29.0
Taxi Medallion	9.0	7.0	7.0	7.0	7.0
Miscellaneous Taxes:					
Section 1127 (Waiver)	104.3	98.9	98.9	98.9	98.9
Other Tax Refunds	(35.0)	(24.0)	(25.0)	(25.0)	(25.0)
PILOTs	239.9	195.9	199.0	199.0	199.0
Penalties and Interest:					
P&I - Real Estate Current Year	15.0	15.0	15.0	15.0	15.0
P&I - Real Estate Prior Year	30.0	30.0	30.0	30.0	30.0
P&I - Other (Refunds)	(3.0)	(3.0)	(3.0)	(3.0)	(3.0)
Total All Other Taxes	**$466.7**	**$427.6**	**$431.6**	**$431.6**	**$431.6**

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

STATE AND FEDERAL AGENDA

Impact of State Executive Budget

The 2010-2011 New York State Executive Budget will have a negative impact of $1.3 billion on the New York City budget in the current and upcoming fiscal year. Cuts to education comprise $493 million of the impact, while the majority of the remaining $791 million is due to the elimination of revenue sharing funds. These drastic cuts in state aid would result in the loss of 8,500 teachers, 6,000 uniformed workers, and 4,400 civilian employees.

The State Executive Budget proposal cuts education funding for New York City by $493 million. It reduces school aid by $442 million and includes a cost shift for mandated summer special education services that will cost the City $51 million.

The State has again proposed the total elimination of New York City from the revenue sharing program at a cost to the City of $656 million. This is the third time in four years that the State has proposed completely eliminating the City from the program. The rest of the state would receive a total cut of only $21 million. This cut to New York City's payment represents 94 percent of the statewide cut and is more than 15 times the cut for the entire rest of the state together. Revenue sharing is the City's only source of unrestricted state aid, and this cut alone is responsible for 83 percent of the budget gap and resulting staff reductions necessitated by the State Executive Budget proposals.

Cuts to state aid for social services total $135 million in FY 2010 and FY 2011. $89 million of these cuts are to mandated services, which would force reductions in other City programs. The largest portion is the $56 million elimination of the State adult homeless shelter reimbursement. The remaining $33 million results from the State's excessive charge for juvenile placement for New York City youth.

The State Executive Budget cuts the City's reimbursement for State Article 6 health funding by more than $7 million for laboratories, Early Intervention administration, and pest control. Criminal justice programs would lose $10 million in funding for probation aid, prosecution, and indigent legal defense. The State Executive Budget decreases transportation aid for the Staten Island Ferry and the MTA Bus Company by $5 million.

The largest component of the remaining $24 million is a decrease in the City's reimbursement for accidental death benefits for police and fire fighters.

State Agenda

Tier 5 Pension Reform and Employee Healthcare Cost Reduction

Pension and fringe benefits comprise almost a quarter of the City's budget. Last year's State Executive Budget acknowledged the growing problem of pension costs by including State and City Tier 5 proposals. However, the only enacted reforms that applied to the City were solely for new teachers. As pension contributions have increased a staggering tenfold in the last decade, the City must be able to create a new pension tier for all other new City employees. Some of the key elements of pension reform include: requiring employee contributions throughout active service, increasing the age and service requirements for uniformed members to help defray the costs of longer life expectancy and requiring a vesting period of 10 years for new employees. Tier 5 will slow pension contribution growth and save the City an estimated $200 million a year.

In addition to pension costs, employer health insurance requirements have created an unsustainable burden on local governments. Last year, the City spent $1.7 billion on health and fringe benefits for active and retired uniformed employees and $2.3 billion for non-teacher civilians. As employee health care costs become a larger portion of government budgets, State leadership is required to address this hardship. Changes to the employee health insurance system must be implemented in order to control contributions and allow employees to share the burden currently straining the City's budget.

Tort Reform

Each year, the City pays hundreds of millions of dollars in tort claims, at a cost of $554 million in FY 2008 and $571 million in FY 2009. Even though the number of judgments and settlements has remained fairly constant over the past five years, costs are increasing due to higher awards. The City supports implementing a cap on non-economic loss damages recoverable from public entities, a threshold that medical expenses must reach before damages may be recovered, reform of the comparative negligence law, and implementation of joint and several liability. These proposals are expected to save the City $174 million in FY 2011, with additional savings for the Health and Hospitals Corporation.

Wicks Law

The City supports full repeal of the outdated Wicks Law, which requires separate contracts for electric, plumbing, heating, ventilation and air conditioning and all other services for all construction. This requirement adds about 14 percent to the cost of every City–funded construction project subject to the law. The only related proposal in the State Executive Budget will not provide any relief to New York City, although it would help other school districts. Partial steps are not nearly enough. It is time for the State to move beyond incremental adjustments and provide necessary relief by fully repealing the Wicks Law. If the Wicks Law were to be fully repealed during the next legislative session, the City would save almost $2.5 billion in capital construction costs and about $936 million in debt service over the next ten years.

Speed Cameras

The City needs cameras to enforce speed limits on its streets. Speeding is often a significant factor in injurious and fatal accidents. Speed cameras would build on the success of the City's Red Light Camera Program, which has reduced the incidence of red light violations. The State Executive Budget proposes a speed camera program for State highways, recognizing the importance of increasing safety on its own roads. The State should recognize that need for local roads as well.

Juvenile Justice Placements

Court-placed youth are sent to State juvenile facilities run by the Office of Children and Family Services (OCFS) or private residential facilities under contract with the State. Since 2002, the City has sent nearly 60 percent fewer youth to state placement, yet the per diem costs to the City for these young people have increased 180 percent. The United States Department of Justice and the State's Task Force on Transforming Juvenile Justice have documented the problems of these facilities in safety and services that reinforce the research demonstrating very high recidivism rates. While the State has made efforts to reduce capacity in their OCFS facilities, the City has not received its proportional share of those savings and continues to be charged for empty beds. The City is paying too much for a system which fails our young people and their communities. The City has invested substantial resources in community-based alternative programs to reduce the reliance on these facilities. However, the City continues to pay the full cost associated with private placements, where the outcomes are often no better than the state-run facilities. There is a strong need to restructure this fiscal partnership between the City and State to ensure that the savings from capacity reduction are shared fairly with localities, and reinvested in alternatives to detention and incarceration. The estimated savings range from $15 million to $30 million per year.

Municipal Deposits

Currently, municipalities may only make deposits in commercial banks and trust companies even though there are many viable credit unions, community savings banks, and savings and loan associations. Allowing municipalities the flexibility to make deposits in these institutions will help these businesses thrive, thus aiding the local economy. Economic recovery requires a healthy credit market. Community banks will be able to increase available credit if they can receive more deposits. Small businesses in turn are much more likely to receive loans from community banks than from commercial banks. These businesses help support communities by providing jobs and local economic investment. The New York State Executive Budget contains a legislative proposal to allow these deposits.

Interest on Judgments

The City currently pays nine percent interest on judgments, far above the market value. It would be more appropriate to link the interest on judgments paid by localities and the State to the weekly average 52-week United States Treasury bill rate, the same standard which is applied to Federal courts. Over the past five years, the City has paid an annual average of more than $1.5 million. This change would save the City about $1 million in annual interest expenses. The New York State Executive budget includes this proposal.

NYCHA Federalization

The New York City Housing Authority operates more than 20,000 units that were built with State and City funds, and as such are not eligible to be included in the formulas for federal operating and capital assistance. Currently, funding from the United States Department of Housing and Urban Development may be spread across all developments, but the funding is based only on the number and condition of the federally-built units. The American Recovery and Reinvestment Act (ARRA) presented an unprecedented opportunity for NYCHA to secure federal financing for the State and City units and to make them more economically sustainable. NYCHA expects to use ARRA funds to convert these units to federally-supported public housing. The conversion plan requires State legislation to authorize the transfer of the developments, to establish tenant rights, and to ensure that New York State continue its responsibility for funding debt service payments on State-financed developments. In order to comply with federal deadlines for the use of ARRA funds, the legislation must be passed on or before March 17, 2010.

Sinking Fund Investments

The City seeks authority to use sinking fund investments for Qualified School Construction Bonds. In order to make the most efficient use of the federally-subsidized Qualified School Construction Bonds (QSCB) authorized by ARRA, the City requires a change in the Local Finance Law to allow investment in sinking funds. Last year, when the City was forced to make cuts across its capital budget, school construction was spared because of the new Federal bonds, but without this change, the City will forgo potential savings that could have been used for renovation and construction of schools. The City anticipates savings of $157 million beginning in the first year of investment.

Parent Transportation

Parents should be afforded the choice to transport their own children to school, with a corresponding reimbursement. However, current State law precludes such direct reimbursement to parents. Allowing the City the flexibility to offer the most efficient and convenient means of transporting pupils to school would enhance parent choice and produce $60 million in savings in FY 2011, split evenly between the City and the State.

Special Education Rate Freeze

In the face of multiple State cuts to education over the past year, tuition rates paid to special education providers should not be allowed to increase. Allowing these rates to rise would mean additional City resources would have to be diverted to special education, having an adverse impact on general education classrooms. To address this, the City proposes a statutory freeze on Preschool Special Education and Contract School tuition rates at 2009-2010 levels, which would provide $28 million in City savings and $21 million in State savings, for a total of $49 million.

Tax Fairness Program

The City supports two changes to State law that will help to create a more fair tax system and close loopholes.

- Aviation Fuel Sales Tax. Aviation fuel sold to airlines should be included in the sales tax base. The change would close a loophole that allows airlines to avoid sales tax on fuel, even though other private transportation providers currently pay. This change is expected to provide the City with $169 million in FY 2011.

- Mortgage Recording Tax. The Mortgage Recording Tax should be extended to cooperatives. Because a mortgage on a coop apartment is not technically a mortgage on real property, coops have not been subject to this tax in the past. This uneven treatment for purchasers of different types of residences has led to an inequity in the application of the tax. The City estimates that this proposal will provide $50 million in revenue in FY 2011 and $58 million in FY 2012.

Federal Job Creation Bill

On December 16, 2009, the House of Representatives passed the Jobs for Main Street Act, which would redirect $75 billion of Federal savings from the Troubled Asset Relief Program to fund infrastructure savings, job creation, and the continuation of emergency funding of public assistance. The bill would provide $1.2 billion of funding for New York City, $873 million that would flow through City's expense budget and an additional $353 million in capital assistance. The two largest components that would help the City are the continuation of the temporary increase of the Federal Medical Assistance Percentage and the State Fiscal Stabilization Fund for education jobs.

Jobs for Main Street Act of 2010
H.R. 2847 passed by House of Representatives
New York City Impact

($ in Millions)

PROGRAM	Estimated Jobs for Main Street	Comparable ARRA
FMAP extension	$433	$1,600
Education-- Fiscal Stabilization/Education Jobs Fund	430	1,004
Workforce Investment Act	13	30
Transportation	4	5
Unemployment Insurance Extender	(8)	(10)
Total Expense	**$873**	**$2,629**
CAPITAL		
Environmental Revolving Loan Funds	$89	$220
Department of Transportation	263	261
Total Capital	$353	$481
Total City Impact	**$1,225**	**$3,110**

Temporary FMAP

ARRA added $87 billion in a temporary increase of the Federal Medical Assistance Percentage (FMAP) for States from October 1, 2008 through December 31, 2010. FMAP is the federal match for Medicaid and certain social services expenditures. New York State requires local districts to contribute to the non-federal share. Under ARRA, New York State qualifies, because of its unemployment, for the maximum FMAP percentage point increase of 11.5 percent to 61.6 percent. New York State's FMAP benefits are projected to total $11.7 billion for the nine quarters of ARRA. New York City would receive only $1.6 billion over the same period.

The House bill would appropriate $23.5 billion to extend the temporary increase of the FMAP through June 30, 2011. The State would receive an additional $2.4 billion for the two quarters. New York would receive $433 million. The City strongly supports the FMAP extension.

The City also urges Congress to include the FMAP provision in the Patient Protection and Affordable Care Act (H.R. 3590) that strengthens the ARRA mandate for states that require districts to contribute to the cost of Medicaid, to share the savings of the enhanced FMAP with local districts proportionally to their Medicaid expenditures. This FMAP language would save the City in excess of $600 million. New York State has used the ARRA mandate to limit the amount of enhanced FMAP funds received by the City and other localities. The result of this misinterpretation is a disproportionate share of the increased FMAP funds being retained by the state, and the more Medicaid expenses grow, the smaller the proportion of FMAP savings that go to New York City and other localities. In other words, the more localities need the federal relief, the less they receive it.

Transportation

The House bill would appropriate $27.5 billion nationally in highway aid. The City would receive at least $226 million if the State applies its usual sub-allocation formula. The bill should use the usual Federal- aid highway formula in appropriating State shares instead of the proposed formula which would result in a smaller share for New York State compared to its yearly appropriations share. In addition, funding should come directly to the City, instead of passing through the State, to ensure the funding benefits City roads and is not diverted to State projects in the general metropolitan region.

Fiscal Stabilization/Education Jobs Fund

The House version of the Jobs for Main Street Act would allocate $23 billion for an Education Jobs Fund, which would serve as an extension of the State Fiscal Stabilization Fund in ARRA. If passed, this legislation would provide major fiscal relief to the City of New York by allocating approximately $430 million, based on how the State Fiscal Stabilization Fund was awarded in 2009, to the City of New York for the Department of Education's personnel service costs. An improved version of this bill, however, would allow for more flexibility in the use of funds, and would also include stronger provisions against states supplanting local assistance.

Workforce Investment Act

The House version of the Jobs for Main Street Act would authorize an increase of $500 million for youth activities grants for the summer youth employment program. Funding is allocated according to the Workforce Investment Act formula, which takes into account relative unemployment in the State and relative number of youth living in poverty. The City's estimated share is $13 million. Though ARRA allows states to use the funding for year-round employment as well as summer youth employment, the House bill only specifies summer youth employment programs. The City would prefer retaining the flexibility to use funds for year-round or summer employment.

CAPITAL PROGRAM

The Modified Capital Commitment Plan for Fiscal Years 2010-2013 authorizes agencies to commit \$39.1 billion, of which \$31.3 billion will be City-Funded. City funds include proceeds of bonds issued by the City Municipal Water Finance Authority and the New York City Transitional Finance Authority as well as City general obligation bonds.

The targeted level for City-funded commitments is \$11.2 billion in Fiscal Year 2010. The aggregate agency-by-agency authorized commitments of \$15.8 billion exceed the Fiscal Year Financial Plan by \$4.6 billion. Excess authorizations in this proportion have proven necessary to achieve commitment spending targets by accommodating such factors as scope changes and delays.

The Capital Program Since 2006

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

FY 2006-2009 Commitments Plan

($ in Millions)*

	2006 City Funds	2006 All Funds	2007 City Funds	2007 All Funds	2008 City Funds	2008 All Funds	2009 City Funds	2009 All Funds
Environmental Protection								
Equipment	$73	$107	$92	$93	$149	$150	$174	$174
Sewers	191	192	177	177	200	200	164	164
Water Mains, Sources & Treatment	568	568	2,253	2,253	1,839	1,838	663	663
Water Pollution Control	843	848	1,071	1,102	843	842	944	936
Water Supply	26	26	64	64	20	20	237	237
Subtotal	$1,702	$1,741	$3,657	$3,690	$3,051	$3,051	$2,182	$2,175
Transportation								
Mass Transit	$83	$83	$43	$43	$40	$40	$71	$71
Bridges	259	281	254	262	443	783	338	513
Highways	200	215	319	345	325	360	226	334
Subtotal	$541	$578	$616	$650	$808	$1,184	$635	$918
Education								
Education	$1,411	$1,990	$1,143	$3,216	$1,127	$3,205	$991	$2,656
Higher Education	39	40	22	22	129	132	205	210
Subtotal	$1,449	$2,029	$1,165	$3,238	$1,255	$3,337	$1,196	$2,866
Housing And Economic Development								
Economic Development	$154	$168	$134	$175	$380	$398	$300	$373
Housing	238	356	218	299	351	453	243	358
Subtotal	$393	$524	$353	$475	$731	$851	$543	$730
Administration Of Justice								
Correction	$92	$92	$44	$44	$6	$6	$40	$40
Courts	142	142	159	159	540	540	11	11
Police	76	76	87	87	101	101	146	146
Subtotal	$310	$310	$290	$290	$647	$647	$197	$197
City Operations & Facilities								
Cultural Institutions	$143	$151	$97	$102	$211	$212	$426	$430
Fire	108	121	116	119	121	153	71	71
Health & Hospitals	307	307	230	230	231	231	281	281
Parks	262	279	464	476	507	545	504	551
Public Buildings	108	110	95	95	165	165	141	141
Sanitation	77	77	189	189	172	173	170	171
Technology & Equipment	379	410	681	706	864	864	656	664
Other	133	177	219	286	246	294	261	336
Subtotal	$1,516	$1,631	$2,090	$2,203	$2,517	$2,638	$2,510	$2,644
Total Commitments	**$5,911**	**$6,814**	**$8,171**	**$10,546**	**$9,008**	**$11,707**	**$7,264**	**$9,531**
Total Expenditures	**$6,211**	**$6,595**	**$5,098**	**$7,496**	**$6,310**	**$9,005**	**$7,248**	**$10,044**

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

FY 2010-2013 Commitments Plan

($ in Millions)*

	2010		2011		2012		2013	
	City Funds	All Funds	City Funds	All Funds	City Funds	All Funds	City Funds	All Funds
Environmental Protection								
Equipment	$260	$367	$93	$93	$53	$53	$37	$47
Sewers	276	276	244	244	268	268	181	181
Water Mains	833	829	554	554	470	470	533	533
Water Pollution Control	1,415	1,641	669	669	285	285	332	332
Water Supply	106	106	111	111	271	271	164	164
Subtotal	$2,890	$3,220	$1,671	$1,671	$1,346	$1,346	$1,247	$1,257
Transportation								
Mass Transit	$173	$243	$52	$52	$49	$49	$66	$66
Bridges	713	1,377	209	332	215	555	199	306
Highways	582	783	346	554	254	263	223	224
Subtotal	$1,468	$2,403	$607	$939	$518	$867	$488	$597
Education								
Education	$1,328	$2,508	$1,028	$2,053	$1,061	$2,122	$1,045	$2,072
Higher Education	235	246	6	6	0	0	50	50
Subtotal	$1,563	$2,755	$1,034	$2,059	$1,061	$2,122	$1,095	$2,122
Housing And Economic Development								
Economic Development	$1,207	$1,432	$107	$107	$91	$91	$263	$263
Housing	597	779	192	337	191	276	261	363
Subtotal	$1,805	$2,212	$299	$444	$282	$367	$524	$626
Administration Of Justice								
Correction	$296	$296	$167	$167	$157	$157	$432	$432
Courts	339	339	67	67	13	13	71	71
Police	1,063	1,063	72	72	40	40	79	79
Subtotal	$1,698	$1,698	$307	$307	$210	$210	$581	$581
City Operations & Facilities								
Cultural Institutions	$607	$671	$61	$61	$29	$29	$131	$131
Fire	212	236	123	123	73	73	84	84
Health & Hospitals	527	538	285	295	97	99	180	181
Parks	1,136	1,333	155	164	78	78	296	296
Public Buildings	376	376	165	166	49	49	108	108
Sanitation	994	999	275	275	35	35	147	147
Technology & Equipment	1,701	1,709	559	559	397	397	406	406
Other	777	919	236	446	93	143	163	218
Subtotal	$6,331	$6,782	$1,860	$2,089	$850	$901	$1,515	$1,571
Total Commitments	**$15,756**	**$19,069**	**$5,777**	**$7,507**	**$4,268**	**$5,814**	**$5,451**	**$6,754**
Reserve For Unattained Commitments	**($4,565)**	**($4,565)**	**$1,530**	**$1,530**	**$479**	**$479**	**($247)**	**($247)**
Commitment Plan	**$11,191**	**$14,504**	**$7,307**	**$9,037**	**$4,747**	**$6,293**	**$5,204**	**$6,507**
Total Expenditures	**$9,138**	**$10,383**	**$8,200**	**$9,629**	**$7,247**	**$8,945**	**$6,433**	**$8,237**

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

The Department of Design and Construction

The Department of Design and Construction was created in October 1995 by Local Law 77, which authorized it to assume responsibility for construction projects performed by the departments of Transportation, Environmental Protection and General Services. The Department delivers the City's construction projects in an expeditious, cost-effective manner, while maintaining the highest degree of architectural, engineering and construction quality. The Department performs design and construction functions related to streets and highways; sewers; water mains; correctional and court facilities; cultural buildings; libraries; and other public buildings, facilities and structures.

The consolidation of design and construction into a single agency allows for the elimination of duplicative program units within agencies; the standardization of construction procedures and practices; the implementation of reforms of current practices relating to procurement for construction projects; and the expansion of the use of construction-related technology, such as Computer-Aided Drafting and Design (CADD); and a project management information system. The Department also enables the City to coordinate a wide variety of construction projects with utilities, community representatives, and private industry, thus minimizing the disruption to individual neighborhoods caused by water-main projects, sewer construction, and road work, as well as reducing the costs associated with such projects. The Department of Design and Construction serves 22 client agencies.

Capital Asset Inventory and Maintenance Program

The Charter mandates an annual assessment of the City's major assets, including buildings, piers, bulkheads, bridges, streets and highways, and the preparation of state of good repair needs for these assets. The annual report, used by agencies for capital planning purposes, includes, as a separate volume, a reconciliation of the amounts recommended in the condition assessment with amounts funded in the budget.

Value Engineering

For the past 26 years, the Mayor's Office of Management and Budget (OMB) has successfully used several review and assessment tools of value management as a means of maximizing the City's return on investment. These include the value engineering and value analysis methodologies, defined below:

- Value Engineering (VE) systematically reviews construction designs, costs and functions for the purpose of achieving the most effective project at the lowest life–cycle cost for both capital and operating expenses. Value Engineering is conducted on selected major capital projects at an early enough phase to confirm that their scope includes all required elements, to identify potential problems and to incorporate solutions and recommendations into the design.

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

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

Projects earmarked for future VE reviews include bridges, dams, cultural institutions and water treatment facilities.

Value Analysis has provided agencies with new operational and functional processes for existing programs, and often offers a new paradigm for providing services. One of the essential goals of Value Analysis is to provide a structure within which a client agency's operations can be reviewed and changed by those closest to the process with support from the decision-makers charged with performing the agency's mission.

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

FINANCING PROGRAM

The City's financing program projects $37.8 billion of long-term borrowing for the period 2010 through 2014 to support the City's current capital program. Given expanded New York City Transitional Finance Authority (TFA) issuance capacity of debt supported by personal income tax (PIT) for general capital purposes, the portion of the capital program not financed by the New York City Municipal Water Finance Authority (NYW or the Authority) will be split between General Obligation (GO) bonds of the City and the TFA. Figures below do not include state funded financing for education capital purposes through TFA Building Aid Revenue Bonds (BARBs):

Financing Program

($ in Millions)

	2010	2011	2012	2013	2014	Total
City General Obligation Bonds	$3,418	$3,100	$2,660	$2,400	$2,400	$13,978
TFA Bonds(1)	3,475	3,100	2,660	2,400	2,400	14,035
Water Authority Bonds(2)	2,481	2,156	1,929	1,628	1,567	9,761
Total	**$9,374**	**$8,356**	**$7,249**	**$6,428**	**$6,367**	**$37,774**

(1) TFA Bonds do not include BARBs issued for education capital purposes. TFA expects to issue $334 million, $660 million, $882 million, $1.016 billion, and $1.147 billion of BARBs in fiscal years 2010 through 2014, respectively.

(2) Includes commercial paper and revenue bonds issued for the water and sewer system's capital program. Figures do not include bonds that defease commercial paper or refunding bonds.

The following three tables show statistical information on debt issued and expected to be issued by the financing entities described above, other than BARBs to be issued by the TFA.

Debt Outstanding

($ in Millions at year end)

	2010	2011	2012	2013	2014
City General Obligation Bonds	$41,760	$43,028	$43,519	$43,726	$43,923
TFA Bonds[1]	15,861	18,505	20,577	22,234	23,826
TSASC Bonds	1,264	1,254	1,243	1,231	1,218
Conduit Debt	1,679	1,614	1,544	1,473	1,393
Total	$60,564	$64,401	$66,883	$68,664	$70,360
Water Authority Bonds	$23,678	$25,494	$27,066	$28,341	$29,461

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

Annual Debt Service Costs

($ in Millions, Before Prepayments)

	2010	2011	2012	2013	2014
City General Obligation Bonds[1]	$3,967	$4,027	$4,418	$4,493	$4,561
TFA Bonds[2]	1,054	1,250	1,612	1,831	2,000
TSASC Bonds	74	74	74	74	75
Conduit Debt[3]	97	259	256	255	255
Total Debt Service	**$5,192**	**$5,610**	**$6,360**	**$6,653**	**$6,891**
Water Authority Bonds	**$1,275**	**$1,464**	**$1,622**	**$1,713**	**$1,889**

(1) *Includes interest on short-term obligations (RANs). Excludes impact of debt redemption and defeasances.*
(2) *Figures above do not include state funded financing for education capital purposes through the TFA Building Aid Rev enue Bonds (BARBs).*
(3) *Conduit Debt debt service includes interest on the $2 billion Hudson Yards Infrastructure Corporation (HYIC) debt issued in December 2006. Such debt is not included in the "Debt Outstanding" table above because the City is not required to pay principal of the HYIC debt.*

Debt Burden

	2010	2011	2012	2013	2014
Total Debt Service[1] as % of:					
a. Total Revenue[2]	8.1%	8.7%	9.6%	9.7%	9.8%
b. Total Taxes[3]	13.8%	14.2%	15.3%	15.4%	15.5%
c. Total NYC Personal Income	1.2%	1.3%	1.4%	1.4%	1.4%
Total Debt Outstanding[1] as % of:					
a. Total NYC Personal Income	13.8%	14.3%	14.4%	14.2%	13.9%

(1) *Total debt service and debt outstanding include GO, conduit debt and TFA*
(2) *Total revenue includes amounts required to pay debt service on TFA bonds other than BARBs (PIT Bonds) and operating expenses.*
(3) *Total tax includes amount required to pay debt service on PIT Bonds and TFA operating expenses.*

State Enacts Additional Borrowing Capacity for TFA PIT Bonds

In July, 2009, the State enacted legislation which expands TFA issuance capacity. This allows the portion the capital program which had been financed exclusively by GO bonds to be financed roughly one-half by the TFA. In addition, the City and its related financing entities have issued Build America Bonds (BABs) pursuant to the American Recovery and Reinvestment Act.

Given the expansion of TFA financing capacity, the financing of the City capital program is now split among GO, TFA and NYW bond issuance. The City and TFA each will issue $14 billion, respectively, during the plan period each of which supports 37 percent of the total. NYW's annual bonding amount, excluding refundings, will average approximately $2 billion. The aggregate NYW financing during the plan period will account for approximately 26 percent of the total financing program.

Federally-Subsidized American Recovery and Reinvestment Act (ARRA) Bonds

The City and its financing entities (NYC GO, TFA-PIT and NYW) have been among the largest issuers in the nation of the new Build America Bonds authorized by the federal ARRA legislation, a program that has constituted 35 percent of all municipal bond issuance nationally in the second half of calendar 2009. GO, TFA-PIT and NYW issuance of federally-subsidized BABs have totaled $2.55 billion since the first City GO BAB issuance in October. Bonds issued through this program are taxable, not tax-exempt, bonds. However, the federal Treasury commits to subsidize 35 percent of interest payments. Although the taxable borrowing rates are higher than for tax-exempt bonds in the same maturities, the net borrowing cost after the federal subsidy is lower. For the four NYC-related borrowings to date, two NYC bond issuances, one TFA-PIT issuance and one NYW issuance, the savings from using BABs compared to tax-exempt bonds have ranged from 15 to 94 basis points in the various applicable maturities. BABs are only authorized for new money issues. Tax-exempt bonds were included as a component of one of these four new money bond issues and are likely to be incorporated as well in the future when BABs are issued, notably in the earliest maturities which are not as cost effective when issued as BABs and in which there is strong demand by retail investors for tax-exempt securities.

The federal ARRA legislation also included a new program of Qualified School Construction Bonds (QSCBs) the objective of which was to provide zero percent-cost financing for public school construction. The structure had federal tax credits to investors in lieu of the interest payments which tax-exempt issuers would normally make. The tax-credit bonds have a formulaic maximum maturity announced on a monthly basis by the U.S. Treasury. This maximum maturity is currently 17 years. The City is relying on the budget benefit of this new program, combined, if necessary, with newly reauthorized Qualified Zone Academy Bonds (QZABs) to maintain the full scope of the proposed five year capital plan for education, which would require the issuance of $1.7 billion of QSCBs and QZABs.

The federally-subsidized QSCB tax credit bond program, unlike the federally-subsidized BAB taxable bonds, have not been used extensively by issuers. Investor acceptance for tax-credit bonds has been limited and the market for these bonds has lacked depth. For this reason, most of the few issuers which have used this structure have had to add supplemental coupons or to issue at a deep discount, which has defeated the legislative objective of a zero percent borrowing cost. New York City has delayed utilizing this program, pending legislative corrections and improvements by Congress. The provisions relating to Qualified School Construction Bonds passed by the House of Representatives in December provide that as an alternative to tax-credit bonds, issuers can issue taxable municipal bonds for school construction purposes for which the federal Treasury will pay to issuers the lower of the interest coupon or the federal tax credit rate. It is expected that for most periods of time this effectively should provide for 100 percent subsidy of interest on these bonds by the federal government. The Senate has yet to pass its version of the QSCB amendments, but is expected to do so in the near future. Based on the success of the 35 percent federally-subsidized BABs issued by GO, TFA-PIT and NYW, the City is confident that if the Congress adopts the amendments to the QSCB program allowing the federal subsidy for school construction to subsidize an estimated 100 percent of interest, the City will be able to issue over the next two years the full $1.4 billion of QSCBs that were authorized for the City.

The federal government has authorized $11 billion per year of QSCBs in each of calendar years 2009 and 2010. The City of New York has received an allocation of $699 million of QSCBs for each of these two years. Federal Treasury officials have stated that if the program is successful, the Obama administration is likely to propose a reauthorization after the initial two year period. Maintenance of the proposed level of the education five year capital plan depends on market acceptance of these bonds and an additional allocation for $300 million of these bonds to the City.

New York City General Obligation Bonds

Since July l, 2009, the City has issued $2 billion in refunding bonds and approximately $1.6 billion in bonds for capital purposes, totaling approximately $3.6 billion. The dates and principal amounts are as follows:

NYC GO Issuances

($ in Millions)

Series	(N)ew Money/ (R)efunding	Issue Date	Tax Exempt Amount	Taxable Amount	BAB Amount	Total Par Amount
2010A	N	10/15/2009	$—	$170	$800	$970
2010BC	R	10/15/2009	1,100	—	—	1,100
2010D	N	12/17/2009	—	87	561	648
2010EF	R	12/22/2009	900	—	—	900
Total			**$2,000**	**$257**	**$1,361**	**$3,618**

The refunding transactions the City has completed to date in fiscal year 2010 generated approximately $178 million of debt service savings during the financial plan period.

In addition to the financings described above, the City plans to issue $1.8 billion of GO bonds for capital purposes in the remainder of 2010 and $3.1 billion, $2.7 billion, $2.4 billion and $2.4 billion in 2011 through 2014, respectively. A portion of the City's GO Bonds are expected to be in the form of Qualified School Construction Bonds. The City plans to issue $398 million, $624 million, $516 million, and $162 million of these bonds in 2010 through 2013, respectively. Issuance of these bonds by the City after December 31, 2010 will require federal legislation which has been passed by the House of Representatives, but not by the Senate.

Currently the debt service for the City and its related financing entities (TFA (excluding BARBs), and conduit debt, excluding the effect of pre-payments) is 8.1 percent of the City's total budgeted revenues in 2010. That ratio is projected rise to 9.8 percent in 2014. As a percentage of tax revenues, the debt service ratio is 13.8 percent in 2010 and is projected to increase to 15.5 percent in 2014.

During fiscal year 2010, short-term interest rates relating to the $7.3 billion of floating rate debt (including synthetic floating-rate debt, auction rate bonds and variable-rate demand bonds) issued by the City have been 0.25 percent on average for tax-exempt and 0.90 percent for taxable floating rate debt. As mentioned earlier, these rates have provided attractive financing costs relative to fixed rate debt despite the recent market turmoil. Tax exempt floating rate debt has traded recently at rates that are at least 500 basis points lower than those for the City's long term fixed-rate debt, resulting in an annual savings of over $300 million.

In 2010, the City did not require a note issuance to satisfy cash flow needs. The City's financing program assumes the issuance of $2.4 billion of notes annually through the remainder of the financial plan.

New York City Related Issuers - Variable Rate Debt

As discussed above, floating rate bonds have been a reliable source of cost savings in City's capital program. In considering the proportion of the City's debt which is in variable rather than fixed rates, it is useful to consider all sources of financing with the exception of NYW, which is typically considered separately for such purposes. Included would be not only City GO bonds but also TFA, TSASC bonds and conduit debt. The City and its related entities have approximately $9.5 billion of floating rate exposure. The TFA floating rate bonds are supported by liquidity facilities while the City's floating rate general obligation and lease appropriation bonds are supported by credit enhancement facilities and liquidity facilities.

The City has not entered into any new interest rate swaps to date in fiscal year 2010. The total notional amount of swaps outstanding as of December 31, 2009 was $2.88 billion, on which the termination value was negative $89 million. This is the theoretical amount which the City would pay if all of the swaps terminated under market conditions as of December 31, 2009.

The following table shows the City's and its related issuers' floating rate exposure. Floating rate exposure is of note because certain events can cause unexpected increased costs. Those events include rising interest rates, a change in the tax code (in the case of tax-exempt debt), and the deterioration of the City's credit. Additionally, the deterioration of the credit of a related credit or liquidity provider can also have an impact on interest cost. By contrast, the cost of outstanding fixed rate debt does not increase if any of the previously mentioned events takes place. On the other hand, fixed rate borrowing locks in a higher borrowing cost if interest rates do not change materially or if they decline. Overall, floating rate exposure benefits the City because it reduces the cost of financing. In short, interest costs on short term debt are almost always lower than long term debt. The City has assumed floating rate exposure using a variety of instruments, including tax exempt floating rate debt, taxable floating rate debt, synthetic floating rate debt through total return swaps, basis swaps, and certain types of synthetic fixed rate debt. The basis swaps and certain synthetic fixed rate debt provide exposure to changes in the tax code but are largely insensitive to changes in interest rates and changes in the City's credit. Given that those instruments provide only limited floating rate exposure, they are counted as variable rate exposure at less than the full amount of par or notional amount. Instruments that provide exposure only to changes in the tax code are counted at 25 percent of par or notional amount in the table below. Since an agreement to enter into a swap in the future, at the counterparty's option (a "swaption"), is a contingent liability, the swaptions which the City has entered into are not counted as floating rate exposure.

NYC Floating-Rate Exposure[1]

($ in Millions)

	GO	TFA	Lease	TSASC	Total
Natural VRDB & Auction Rate Bonds	$5,845	$2,641	$30	$—	$8,516
Synthetic Fixed	201	—	31	—	233
Taxable Basis Swap	145	—	—	—	145
Total Return Swap	500	—	—	—	500
Enhanced Basis Swap	125	—	—	—	125
Total Floating-Rate	$6,817	$2,641	$61	$—	$9,519
Total Debt Outstanding	$41,760	$15,861	$1,679	$1,264	$60,564
% of Floating-Rate / Total Debt Outstanding					15.7%
Total Floating-Rate Less $5.7 Billion Balance in					10.9%
General Fund (Floating-Rate Assets)					3,856
% of Net Floating Rate /					
Total Debt Outstanding					6.4%

[1] *Debt Outstanding as of the January 2010 Plan, excluding NYW, HYIC, and TFA BARBs*

The 15.7 percent floating rate exposure, including the risk from the synthetic fixed rate swaps, the basis swaps, and the "total return" swaps, is even more manageable after taking into account the average $5.7 billion of short-term assets in the City's General Fund which are an offset to these floating rate liabilities. Net of these floating rate assets, the floating rate exposure of the City, excluding NYW, is 6.4 percent of its outstanding debt. Moreover, the City uses conservative assumptions in budgeting expenses from floating rate instruments.

The New York City Municipal Water Finance Authority

The New York City Municipal Water Finance Authority (NYW) was created in 1985 to finance capital improvements to the City's water and sewer system. Since its first bond sale in November 1985, the Authority has sold $39.2 billion in bonds. These bond issuances included a combination of general (first) resolution, second general resolution and subordinated special resolution crossover refunding water and sewer system revenue bonds. Of this aggregate bond par amount, $22.4 billion is outstanding, $12.8 billion was refinanced with lower cost debt, $777 million was defeased with Authority funds prior to maturity, and $3.3 billion was retired with revenues as it matured.

In addition to this long-term debt, NYW uses a $1 billion tax-exempt commercial paper as a source of flexible short-term financing. The commercial paper includes $400 million of unenhanced extendible municipal commercial paper (EMCP) notes and $600 million of notes backed by lines of credit from six banks.

NYW maintains strong credit ratings from all three rating agencies on both its first resolution and second resolution bonds.

NYW Ratings

Resolution	Fitch	Moody's	Standard and Poor's
First Resolution	AA	Aa2	AAA
Second Reslution	AA	Aa3	AA+

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

EFC Ratings

Resolution	Fitch	Moody's	Standard and Poor's
Senior SRF Bonds	AAA	Aaa	AAA
Subordinated SRF Bonds	AA+	Aa1	AA

On November 5, 2009, NYW issued $504.2 million of new money fixed rate Second General Resolution Revenue bonds, Fiscal 2010 Series AA Taxable Build America Bonds. Build America Bonds (BABs) allow NYW to issue higher cost taxable bonds and receive a reimbursement from the federal government for 35% of the annual interest on the bonds. This bond issue included two term bonds maturing in 2041. Additionally, on November 5, 2009, NYW issued $218.82 million of tax-exempt refunding bonds under the Second General Resolution. The 2010 Series BB bonds refunded a portion of the 1998 Series D, 1999 Series A and 1999 Series B First Resolution bonds. The Fiscal 2010 Series BB bonds included serial bonds maturing from 2012 through 2027.

On December 16, 2009, NYW issued $200 million of tax-exempt bonds under its Second General Resolution, Fiscal 2010 Series CC bonds. The bonds are variable rate demand obligations backed by a standby bond purchase agreement from a bank. These bonds will mature in 2041.

Summarized in the following table are three bond series that closed to date in Fiscal Year 2010. The proceeds of new money bonds refinanced commercial paper previously issued by NYW, paid costs of improvements to the water and sewer system and paid the costs of issuance.

NYW Issuance

Series	(N)ew Money/ (R)efunding	Issue Date	Par Amount	True Interest Cost (TIC)	Longest Maturity
2010 Series AA	N	11/05/09	$504,240,000	3.84%	2041
2010 Series BB	R	11/05/09	$200,870,000	4.11%	2027
2010 Series CC	N	12/16/09	$200,000,000	0.19%(1)	2041

(1) Bonds issued as variable rate demand bonds; rate shown is an average from the issue date through January 20, 2010

In November 2009, EFC entered into an agreement to provide NYW a direct loan in an amount up to $217.5 million, with funds made available through the American Reinvestment & Recovery Act. NYW expects to receive these funds to pay for these projects over the next several years. To date, NYW has not drawn on the loan.

NYW expects to issue approximately $1.4 billion of new money bonds over the remainder of Fiscal 2010.

During the period from 2010 to 2014, NYW expects to sell an average of approximately $2 billion of new money debt per year. Of this amount, NYW plans to issue a minimum of $300 million per year through EFC, taking advantage of the interest rate subsidy available for qualifying projects, and minimizing the overall costs of its financing program. NYW expects to issue its remaining new debt in 2010 and new debt in 2011 as fixed rate debt; however, subject to market conditions, NYW will consider the issuance of additional variable rate debt. After 2011, NYW expects to issue approximately 80 percent of its new debt per year as fixed rate debt with the remainder issued as variable rate debt, subject to market conditions.

The New York City Transitional Finance Authority

The TFA is a corporate governmental agency constituting a public benefit corporation and instrumentality of the State of New York created by Chapter 16 of the Laws of 1997 in March 1997. The TFA was created to issue debt, primarily secured with the City's personal income tax (PIT), to fund a portion of the capital program of the City. The TFA was originally authorized to issue up to $7.5 billion of bonds and notes. Subsequently, the TFA received an additional $4 billion of bonding capacity in 2000 and an additional $2 billion of bonding capacity in 2007, increasing its overall authorization to $13.5 billion. Most recently, TFA was permitted to have $13.5 billion of debt outstanding and any amounts over and above that level are subject to the City's remaining debt incurring power under the State constitutional debt limit.

On September 13, 2001, the TFA was given statutory authority to borrow $2.5 billion to finance costs related to the September 11th terrorist attack on the City. Pursuant to that authority, the TFA issued approximately $2 billion of long-term debt in the first half of fiscal year 2003. One billion dollars of Recovery Bond proceeds were used to pay recovery costs consisting of revenue losses associated with the September 11 event and the remaining $1.03 billion of proceeds were used to retire the Recovery Notes issued in October 2001, which were used to fund other costs and revenue losses related to the attack. The TFA Recovery Bonds are subordinated to TFA senior debt and have a shorter maturity (20 years vs. 30 years for senior bonds).

Since July l, 2009, the TFA has issued $1.3 billion in refunding bonds and approximately $1.7 billion in bonds for capital purposes, totaling approximately $3 billion. The dates and principal amounts are as follows:

NYC TFA Issuances

($ in Millions)

Series	(N)ew Money/ (R)efunding	Issue Date	Tax Exempt Amount	Taxable Amount	BAB Amount	Total Par
2010A	N	7/30/2009	$800	$100	$—	$900
2010B	R	8/27/2009	800	—	—	800
2010C	N	10/22/2009	85	—	690	775
2010DE	R	1/26/2010	500	—	—	500
Total			**$2,185**	**$100**	**$690**	**$2,975**

The refunding transactions the TFA has completed to date in fiscal year 2010 generated approximately $85 million of debt service savings during the financial plan period.

In addition to the financings described above, the TFA plans to issue $1.8 billion of bonds for capital purposes in the remainder of 2010 and $3.1 billion, $2.7 billion, $2.4 billion and $2.4 billion in 2011 through 2014, respectively.

In April 2006, the State enacted legislation authorizing issuance by the TFA of an additional $9.4 billion of bonds to be used to fund capital costs for the Department of Education. This legislation also provided for the assignment to TFA of State building aid that had previously been paid directly to the City. Since the inception of this financing program, the TFA has issued $3.67 billion of BARBs to fund the capital program of the Department of Education. The financial plan now reflects issuance of $334 million, $660 million, $882 million, $1.016 billion, and $1.147 billion of BARBs in fiscal years 2010 through 2014, respectively.

Hudson Yards Infrastructure Corporation

In December 2006, HYIC, a not-for-profit local development corporation, issued its first series of bonds in the principal amount of $2 billion. HYIC was established to provide financing for infrastructure improvements to facilitate economic development on Manhattan's far west side. Improvements include the extension of the No. 7 subway line west and south, construction of a system of parks, streets, and open spaces, as well as the acquisition of development rights over the MTA rail yards. Principal on the HYIC bonds will be repaid from revenues generated by this new development, notably payments-in-lieu-of-property taxes (PILOT) on the commercial development and various developer payments. To the extent these revenues are not sufficient to cover interest payments, the City has agreed to make interest support payments to HYIC subject to appropriation. Since the initial issuance of HYIC bonds, the City has not needed to make interest support payments because revenues and earnings on bond proceeds have been sufficient to cover interest payments. In addition, HYIC expects a second and final issuance of $1 billion of Senior Bonds in 2011. In November 2007, the board of the MTA approved the initial tunneling contract for the No. 7 line extension for a cost of $1.14 billion. The shafts for the two subway tunnels have been under construction since February of 2008. The components of the Tunnel Boring Machine that construct the tunnels were delivered to the site in the first quarter of calendar year 2009. Tunneling is expected to be completed in mid-2010 and the entire subway is due to be operational in December 2013

On May 19, 2008, single-purpose entities created by The Related Companies were conditionally designated to develop a 12 million square foot mixed-use project over the Eastern and Western sections of the MTA's West Side Rail Yard, including the construction of platforms over both Rail Yards. MTA estimated the present value of the lease payments to be made to the MTA to be $1 billion. In addition, these entities will pay PILOT to HYIC.

Supplemental Information

EXPENDITURE ASSUMPTIONS

The expenditure estimates in the plan reflect the four-year financial plan submitted on November 16, 2009 adjusted for new needs, initiatives in the program to eliminate the gap (PEG's), approved categorical budget modifications through January 22, 2010, and changes in inflation.

Personal Services

The estimates for Personal Services over the five-year period of the plan are as follows:

	($ in Millions)				
	2010	**2011**	**2012**	**2013**	**2014**
Salaries & Wages	$21,822	$21,007	$20,527	$21,074	$21,094
Pensions	6,760	7,268	7,694	7,841	7,949
Other Fringe Benefits*	7,307	7,622	7,921	8,214	8,715
Retiree Health Benefits Trust	(82)	(395)	(672)	—	—
Reserve for Collective Bargaining:					
Department of Education	217	350	369	367	367
Other	271	338	457	552	707
Subtotal	**$36,295**	**$36,190**	**$36,296**	**$38,048**	**$38,832**
Prepayment Adjustment	(225)	—	—	—	—
Total	**$36,070**	**$36,190**	**$36,296**	**$38,048**	**$38,832**

* *Numbers adjusted for prepayments*

Salaries & Wages

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

Pensions and Other Fringe Benefits

Pension expenses for 2010 and beyond are based on valuation estimates prepared by the Office of the Actuary and reflect current funding assumptions adopted by the trustees and supported by state law. Certain adjustments have been made to reflect changes in the City's planned payroll. The valuation projections incorporate the impact of a 5.4 percent pension fund investment loss that occurred in 2008, and an 18.3 percent pension fund investment loss that occurred in 2009.

The financial plan also contains a reserve, commencing in 2011 at $200 million, and thereafter at $450 million per year, to address the potential costs that the Chief Actuary could recommend as a result of his review of experience study audits. The Actuary has not yet completed his review of these audits.

Total pension expenses for the financial plan are shown below:

	($ in Millions)				
	2010	2011	2012	2013	2014
City Actuarial	$6,651	$7,142	$7,559	$7,693	$7,789
Non-City Systems	63	76	84	95	107
Non-Actuarial	46	50	51	53	53
Total	**$6,760**	**$7,268**	**$7,694**	**$7,841**	**$7,949**

Social Security cost estimates reflect the projected tax rates and wage ceilings issued by the Social Security Administration as well as planned payroll adjustments. Unemployment Insurance costs are consistent with the statutory maximum weekly benefit levels and planned payroll levels. Workers' Compensation costs are consistent with the compensation rate schedule mandated by State law and the projected growth in medical costs. Health insurance estimates reflect current levels of coverage based on the latest population and premium data available from the City's health insurance providers.

Reserve for Collective Bargaining

The Reserve for Collective Bargaining contains funding for the cost of undistributed collective bargaining increase. The reserve contains funding for unsettled non-uniformed employees for the 2006-2008 and the 2008-2010 rounds and assumes that pedagogical employees of the Department of Education will receive wage increases of 2 percent per year on the first $70,000 of wages for the 2 years of the 2008-2010 round of bargaining. The reserve also contains funding for wage increases beyond the 2008-2010 round assumed to be 1.25 percent per year beginning two years after the expiration of the 2008-2010 round of bargaining.

Other Than Personal Services

The following items are included in this category:

	($ in Millions)				
	2010	2011	2012	2013	2014
Administrative OTPS	$16,361	$15,806	$16,151	$16,500	$16,845
Public Assistance	1,580	1,563	1,603	1,591	1,591
Medical Assistance	4,951	5,644	6,113	6,293	6,478
Health and Hospitals Corp.	195	175	200	200	200
Covered Agency Support					
& Other Subsidies*	2,841	2,854	3,134	3,341	3,540
City Debt Service*	5,117	5,536	6,286	6,579	6,815
General Obligations and					
TFA Debt Defeasance	(2,726)	—	—	—	—
General Reserve	200	300	300	300	300
Prepayment Adjustments	295	(2,883)	—	—	—
Total	**$28,814**	**$28,995**	**$33,787**	**$34,804**	**$35,769**

* *Numbers adjusted for prepayments and debt defeasances*

Administrative OTPS

The estimates in this category include new needs in the baseline. For 2011 through 2014, most expenditures have been increased to reflect the effect of inflation. The inflation adjustment, which is shown in a citywide account, represents an annual 2.5 percent increase in 2011 through 2014. However, for 2011-2014 the Agency PEG Program includes a $55.5 million reduction to the inflation adjustment. Baseline costs for energy and lease requirements are shown in the appropriate operating agency, while out-year inflationary costs are primarily shown in citywide accounts as noted in the following two sections.

Energy

The financial plan for 2010 through 2014 reflects current projections for energy related purchases. Gasoline and fuel costs are expected to increase by $46 million between 2010 and 2014. Heat, light and power is expected to increase by $123 million between 2010 and 2014 due to anticipated increases in Con Edison's electric, natural gas and steam delivery rates, as well as the retirement of the Poletti power plant.

Usage adjustments are held constant, with the exception of varying workload adjustments, the privatization initiative in the In-Rem / DAMP program, and the annualization of 2010 adjustments, where applicable.

The annual cost projections are as follows:

Energy Costs

($ in Millions)

	2010	**2011**	**2012**	**2013**	**2014**
Gasoline	$84	$93	$99	$104	$107
Fuel Oil	93	99	106	111	116
HPD-In Rem / DAMP	6	6	6	6	6
HPD-Emergency Repairs	3	3	3	3	3
Heat, Light and Power	777	839	871	891	900
Total	**$963**	**$1,040**	**$1,085**	**$1,115**	**$1,132**

Leases

Agency baseline expenditures carry the cost of leases at a constant level for 2011 through 2014 with the exception of the annualization of 2010 adjustments where applicable. A citywide adjustment for 2011 through 2014 provides for the increased cost of leases based on a 3.0 percent annual inflator. The four-year projection includes $760 million for leases in 2011, $820 million in 2012, $845 million in 2013, and $870 million in 2014. Of these amounts, the citywide adjustment is $22 million, $82 million, $107 million and $132 million respectively in 2011 through 2014.

Public Assistance

The financial plan for Public Assistance projects 361,900 persons will be on Public Assistance in June 2010 and remain at that level for the balance of the four-year plan.

Medical Assistance

The financial plan for Medicaid assistance funds 2.8 million eligibles including 1.9 million enrolled in Medicaid Managed Care. NYC Medicaid expenditures were capped as a result of the 2005-2006 State Budget. The Medicaid budget growth is capped at three percent. In 2011, the City anticipates a budget of $5.5 billion dollars in City Tax Levy, due to an increased Federal Medical Assistance percentage proposed in the Federal economic stimulus package.

Health and Hospitals Corporation

The City support for the Health and Hospitals Corporation reflects the costs incurred by HHC in providing healthcare to prison inmates and uniformed service employees, as well as other City services. The 2011 City support is budgeted at $166.8 million. Personnel expenses contain modest increases for 2010 through 2014, pending the next collective bargaining agreement. Affiliation costs start with a baseline of $815.2 million in 2011 and increase three percent annually. The full assumptions underlying the plan are set forth in the covered organization submissions for the Health and Hospitals Corporation.

Covered Agency Support and Other Subsidies

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

General Reserve

The General Reserve is projected at $200 million for 2010 and $300 million for 2011-2014 to provide for uncontrollable increases in expenditures as well as shortfalls in revenue. The General Reserve has been increased above the required $100 million to allow for any further uncertainties that may occur in the future.

Debt Service

Debt Service projections estimate payments of debt service on currently outstanding City, Transitional Finance Authority (TFA) and Lease debt and future issuances in accordance with the financing program for 2010-2014. Actual debt service payments in these years will be affected by the timing of such issuances as well as market conditions. Projections of debt service on debt to be issued are based on estimates of the periods of probable usefulness of the expenditures to be financed for the City.

A Budget Stabilization account has been established for the prepayment of future years' debt service costs. Funding of $2.9 billion in 2010 has been provided for this purpose.

The details of the program are provided in the Capital and Financing Section. The baseline debt service estimates are as follows:

($ in Millions)

	Long Term	Short Term	Lease Purchase	Budget Stabilization	Total City and Lease	TFA	Prepayment Adjustment	Total City, Lease and TFA
2010	$222	$—	$97	$2,883	$3,202	$127	$1,788	$5,117
2011	1,069	75	259	—	1,403	1,250	2,883	5,536
2012	4,343	75	256	—	4,674	1,612	—	6,286
2013	4,418	75	255	—	4,748	1,831	—	6,579
2014	4,485	75	255	—	4,815	2,000	—	6,815

NEW YORK CITY
Five Year Expenditure Analysis

(All Funds - $ in Millions)

	2010	2011	2012	2013	2014
Uniformed Forces					
Police Department	$4,713	$4,381	$4,419	$4,392	$4,392
Fire Department	1,761	1,596	1,582	1,578	1,576
Department of Correction	1,019	1,004	1,017	1,014	1,014
Department of Sanitation	1,285	1,355	1,384	1,383	1,439
Health and Welfare					
Admin. for Children Services	2,740	2,567	2,570	2,572	2,572
Department of Social Services	8,215	8,808	9,302	9,470	9,654
Dept. of Homeless Services	915	699	689	689	689
Dept Health & Mental Hygiene	1,708	1,609	1,619	1,619	1,620
Other Mayoral					
NY Public Library - Research	6	19	19	19	19
New York Public Library	17	95	94	94	94
Brooklyn Public Library	11	71	71	71	71
Queens Borough Public Library	11	69	69	69	69
Department for the Aging	287	230	230	230	230
Department of Cultural Affairs	154	121	121	121	121
Housing Preservation & Dev.	758	577	571	570	569
Dept of Environmental Prot.	1,048	968	968	968	968
Department of Finance	229	220	219	218	218
Department of Transportation	845	679	673	682	682
Dept of Parks and Recreation	367	308	313	313	314
Dept of Citywide Admin Srvces	1,204	1,192	1,190	1,196	1,196
All Other Mayoral	2,071	1,641	1,579	1,577	1,576
Major Organizations					
Department of Education	18,439	18,821	18,592	19,363	19,716
City University	792	726	713	713	713
Health and Hospitals Corp.	110	175	200	200	200
Other					
Citywide Pension Contributions	6,760	7,268	7,694	7,841	7,949
Miscellaneous	5,877	6,502	6,911	8,208	8,914
Debt Service	3,329	2,653	6,286	6,579	6,815
Prior Payable Adjustment	(500)	—	—	—	—
General Reserve	200	300	300	300	300
Energy Adjustment	(31)	42	88	123	150
Lease Adjustment	—	22	82	107	132
OTPS Inflation Adjustment	—	—	56	111	167
Elected Officials					
Mayoralty	93	91	89	89	89
All Other Elected	451	376	373	373	373
Total Including Intra-City	$64,884	$65,185	$70,083	$72,852	$74,601
Intra/City	1,804	1,545	1,547	1,552	1,552
Total Excluding Intra-City	$63,080	$63,640	$68,536	$71,300	$73,049

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

	2010	2011	2012	2013	2014
Uniformed Forces					
Police Department	$4,172	$4,046	$4,103	$4,077	$4,077
Fire Department	1,446	1,420	1,407	1,404	1,402
Department of Correction	983	951	967	963	963
Department of Sanitation	1,254	1,327	1,356	1,355	1,411
Health and Welfare					
Admin. for Children Services	697	664	680	682	682
Department of Social Services	5,867	6,574	7,042	7,261	7,446
Dept. of Homeless Services	340	329	326	328	328
Dept Health & Mental Hygiene	638	610	618	618	618
Other Mayoral					
NY Public Library - Research	6	19	19	19	19
New York Public Library	17	95	94	94	94
Brooklyn Public Library	11	71	71	71	71
Queens Borough Public Library	11	69	69	69	69
Department for the Aging	163	113	113	113	113
Department of Cultural Affairs	152	120	120	120	120
Housing Preservation & Dev.	76	58	58	57	57
Dept of Environmental Prot.	968	908	908	907	907
Department of Finance	226	217	216	216	216
Department of Transportation	447	425	425	445	445
Dept of Parks and Recreation	264	239	245	245	245
Dept of Citywide Admin Srvces	232	235	233	240	240
All Other Mayoral	1,337	1,143	1,122	1,119	1,117
Major Organizations					
Department of Education	7,311	7,721	7,800	7,984	8,288
City University	524	489	476	476	476
Health and Hospitals Corp.	2	87	113	113	113
Other					
Citywide Pension Contributions	6,595	7,087	7,512	7,657	7,765
Miscellaneous	4,687	5,321	5,663	6,869	7,484
Debt Service	3,215	2,469	6,104	6,400	6,641
Prior Payable Adjustment	(500)	0	0	0	0
General Reserve	200	300	300	300	300
Energy Adjustment	(31)	42	88	123	150
Lease Adjustment	0	22	82	107	132
OTPS Inflation Adjustment	0	0	56	111	167
Elected Officials					
Mayoralty	69	70	70	70	70
All Other Elected	413	348	348	348	348
Citywide Total	**$41,792**	**$43,589**	**$48,804**	**$50,961**	**$52,574**

Revenue Detail

($ in Millions)

	2010	2011	2012	2013	2014
Taxes:					
• Real Property	$16,035	$16,917	$17,536	$17,746	$17,882
• Personal Income	6,817	7,320	7,833	8,251	8,667
• General Corporation	2,288	2,640	2,893	3,115	3,286
• Banking Corporation	694	649	753	856	899
• Unincorporated Business	1,618	1,660	1,734	1,820	1,918
• Sale and Use	4,881	5,122	5,361	5,660	5,975
• Commercial Rent	578	551	548	557	568
• Real Property Transfer	589	640	691	775	849
• Mortgage Recording	381	465	538	641	744
• Utility	394	398	411	421	434
• Cigarette	96	94	92	90	88
• Hotel	350	359	360	337	344
• All Other	467	427	432	431	432
• Tax Audit Revenue	890	612	610	609	609
• Tax Program	0	219	241	262	284
• State Tax Relief Program - STAR	910	943	980	1,055	1,055
Total Taxes	**$36,988**	**$39,016**	**$41,013**	**$42,626**	**$44,034**
Miscellaneous Revenue:					
• Licenses, Franchises, Etc.	$479	$493	$497	$498	$500
• Interest Income	30	44	99	128	128
• Charges for Services	738	755	755	755	754
• Water and Sewer Charges	1,378	1,345	1,366	1,379	1,406
• Rental Income	226	223	223	223	223
• Fines and Forfeitures	884	896	870	869	869
• Miscellaneous	744	492	496	493	486
• Intra-City Revenue	1,804	1,545	1,547	1,552	1,552
Total Miscellaneous	**$6,283**	**$5,793**	**$5,853**	**$5,897**	**$5,918**
• N.Y. State Per Capita Aid	$327	$327	$327	$327	$327
• Other Federal and State Aid	13	13	13	13	13
Total Unrestricted Intergovernmental Aid	**$340**	**$340**	**$340**	**$340**	**$340**

Revenue Detail

($ in Millions)

	2010	2011	2012	2013	2014
Reserve for Disallowance of Categorical Grants	($15)	($15)	($15)	($15)	($15)
Less: Intra City Revenue	(1,804)	(1,545)	(1,547)	(1,552)	(1,552)
SUB TOTAL CITY FUNDS	**$41,792**	**$43,589**	**$45,644**	**$47,296**	**$48,725**
Other Categorical Grants	$1,372	$1,200	$1,155	$1,152	$1,151
Inter Fund Agreements	497	471	450	450	450
TOTAL CITY FUNDS & CAPITAL BUDGET TRANSFERS	**$43,661**	**$45,260**	**$47,249**	**$48,898**	**$50,326**
Federal Categorical Grants:					
• Community Development	$308	$247	$242	$242	$242
• Social Services	2,959	2,739	2,729	2,702	2,702
• Education	2,908	2,584	1,759	1,759	1,759
• Other	1,768	1,044	990	977	976
Total Federal Grants	**$7,943**	**$6,614**	**$5,720**	**$5,680**	**$5,679**
State Categorical Grants:					
• Social Services	$2,012	$1,940	$1,954	$1,927	$1,927
• Education	8,077	8,447	8,964	9,551	9,601
• Higher Education	206	220	220	220	220
• Department of Health and Mental Hygiene	477	462	463	464	465
• Other	704	697	806	895	982
Total State Grants	**$11,476**	**$11,766**	**$12,407**	**$13,057**	**$13,195**
TOTAL REVENUE	**$63,080**	**$63,640**	**$65,376**	**$67,635**	**$69,200**

American Recovery and Reinvestment Act
Federal Stimulus Funding in the January 2010 Financial Plan

FUNDING APPROPRIATED IN EXPENSE BUDGET

Program	Agency	2010	2011	2012	2013
COMMUNITY DEVELOPMENT					
Shelter & Services	Homeless Services	$5,689,013	$—	$—	$—
Repair Buildings / Violations	Education	10,000,000	—	—	—
Job Training	Social Services	1,170,000	—	—	—
Fringe Benefits for ARRA Funded Staff	Misc. Budget	2,709,019	—	—	—
Emergency Building Repairs, Unsafe Building Demolitions and Neighborhood Preservation Activities	HPD	27,959,813	—	—	—
Graffiti Removal / Charlton Garden Restoration	PARKS	787,338	—	—	—
Subtotal Community Development		$48,315,183	$—	$—	$—
EDUCATION					
State Fiscal Stabilization Fund	DOE	$555,085,625	$227,170,249	$—	$—
PRE-K Restoration: State Fiscal Stabilization	DOE	97,260,106	106,384,691	—	—
Title 1	DOE	334,726,412	334,726,412	—	—
SFSF: Teachers Centers/Mentors and Internships	DOE	17,686,000	—	—	—
Child Nutrition Equipment	DOE	2,126,865	—	—	—
IDEA Special Education	DOE	158,301,679	158,301,679	—	—
IDEA Section 619 Pre-K	DOE	7,295,763	7,295,763	—	—
McKinney-Vento School Improvement Programs	DOE	4,936,367	—	—	—
Subtotal Education		$1,177,418,817	$833,878,792	$—	$—
CITY UNIVERSITY EDUCATION STABILIZATION FUND	CUNY	$13,730,000	$—	$—	$—
CHILDREN'S SERVICES					
IVE Foster Care	ACS	$14,272,000	$7,136,000	$—	$—
IVE Adoption	ACS	5,305,357	$2,955,750	—	—
Headstart	ACS	6,965,945	—	—	—
Child Care and Development	ACS	27,940,783	—	—	—
Subtotal Children's Services		$54,484,085	$10,091,750	$—	$—
SOCIAL SERVICES					
Child Support Administration	DSS	$14,855,000	$—	$—	$—
TANF Subsidized Jobs	DSS	9,104,852	3,034,950	—	—
Supplemental Nutrition Assistance	DSS	—	—	—	—
TANF Back to School	DSS	81,414,880	—	—	—
Subtotal Social Services		$105,374,732	$3,034,950	—	—
HOMELESS PREVENTION	DHS	$32,480,582	$4,830,779	$2,154,000	$—
AGING HOME DELIVERY / MEALS	DFTA	$4,140,990	$—	$—	$—
WORKFORCE INVESTMENT ADMINISTRATION					
WIA Youth	DYCD	$28,474,157	$—	$—	$—
WIA Administration	DYCD	1,742,415	1,449,695		
Midtown and Red Hook	SBS	587,000	587,000	587,000	587,000
WIA For Adults	SBS	13,257,984	550,000	—	—
WIA For Dislocated Workers	SBS	12,823,721	350,000	—	—
WIA Administration	SBS	3,177,433	—	—	—
Subtotal WIA		$60,062,710	$2,936,695	$587,000	$587,000
COBRA EMPLOYEE BENEFITS	Misc (098)	$7,697,848	$3,197,848	$—	$—

American Recovery and Reinvestment Act
Federal Stimulus Funding in the January 2010 Financial Plan

FUNDING APPROPRIATED IN EXPENSE BUDGET

Program	Agency	2010	2011	2012	2013
CRIMINAL JUSTICE / JUSTICE ASSISTANCE GRANTS					
NYPD 911 Operator	NYPD	$2,486,592	$—	$—	$—
e-Arraignment	DoITT	445,450	410,050	—	—
Byrne Competitive	OCME, Probation	5,494,931	2,037,972	81,660	—
District Attorney's Offices	DA-Multiple	1,281,825	2,519,995	1,051,032	111,496
Fire Investigation / EMT Training	FDNY	2,000,000	2,000,000	—	—
CJC Staff	Mayoralty	347,085	461,791	—	—
Dept. of Corrections Institute of Development	DOC	3,507,040	3,345,790	66,464	—
Rockefeller Drug Law Reform	Probation	1,517,050	1,961,950	497,000	—
Subtotal Criminal Justice		$17,079,973	$12,737,548	$1,696,156	$111,496
FERRY TRANSIT / MAINTENANCE	DOT	$14,742,876	$10,072,876	$10,072,876	$—
TAX CREDIT ASSISTANCE PROGRAM	HPD	$38,200,000	$—	$—	$—
ADDITIONAL PROGRAMS					
Community Services (CSBG)	DYCD	$34,114,761	$16,367,991	$—	$—
Volunteer Service for America	Mayoralty	233,000	—	—	—
Build America Bonds	Debt Service	15,566,264	39,446,064	39,446,064	39,446,064
Energy Efficiency and Conservation	DCAS	1,880,440	—	—	—
Immunization	DOHMH	2,837,342	90,275	—	—
Subtotal Additional		$54,631,807	$55,904,330	$39,446,064	$39,446,064
TOTAL EXPENSE BUDGET		**$1,628,359,603**	**$936,685,568**	**$53,956,096**	**$40,144,560**

American Recovery and Reinvestment Act
Federal Stimulus Funding in the January 2010 Financial Plan

BUDGET RELIEF

Program	Agency	2010	2011	2012	2013
MEDICAID— FMAP*	Social Services	$849,917,932	$295,103,951	$—	$—

** City funds, displaced by additional federal stimulus funding, have been removed from the expense budget.*

CAPITAL FUNDING

Program	Agency	2010	2011	2012	2013
SCHOOL TAX CREDIT BONDS	Education	$398,000,000	$624,000,000	$516,000,000	$162,000,000
OTHER CAPITAL PROGRAMS					
Reconstruction of Digesters @ Hunts Point	DEP	$35,366,000	$—	$—	$—
Newtown Creek— Sludge Loading Docks	DEP	84,227,000	—	—	—
Reconstruction of Boiler System @ Port Richmond	DEP	27,011,000	—	—	—
Paerdegat Basin Natural Area Park Ecological Restoration	DEP	14,638,000	—	—	—
26th Ward: Emergency Generators	DEP	32,465,000	—	—	—
Reconstruction of Substation at Oakwood Beach	DEP	8,110,000			
Replacement of Primary Sludge System at Wards Island	DEP	15,705,000	—	—	—
Greenstreets: Staten Island, the Bronx and Queens	DPR	2,000,000	—	—	—
Brooklyn Bridge (#6) Bk Appr's, Main Span & Paint	DOT	30,000,000	—	—	—
Drydock Austen Class Ferry Boats	DOT	—	3,307,000	—	—
Drydock Molinari Ferry Boats	DOT	5,522,000	—	—	—
Recon & Drydocking of Barberi Class Ferry Boats	DOT	5,458,000	—	—	—
Bruckner Expwy / Bronx River— Painting	DOT	3,500,000	—	—	—
Comp Rehab Construction	DOT	2,500,000	—	—	—
Component Rehab of Greenpoint Ave Br / Newtown Creek	DOT	2,500,000	—	—	—
Wards Island Pedestrian Br / Harlem River 2-24062-0	DOT	1,500,000	—	—	—
Reconstruction of Ramps @ St. George Terminals— SI	DOT	554,000	—	—	—
Total Other Capital Programs		$271,056,000	$3,307,000	$—	$—

Full-Time and Part-Time Positions (FTEs)

	12/31/01 Actual[1][4]		11/30/09 Actual		6/30/11 January Plan		6/11 vs 12/01 Inc/(Dec)	
	Total Funds	City Funds	Total Funds	City Funds	Total Funds	City Funds	Total Funds	City Funds
MAYORAL AGENCIES:								
Uniform Forces:								
Police Department - Uniform	39,297	39,297	35,249	35,249	32,817	32,817	(6,480)	(6,480)
Police Department - Civilian	14,779	14,166	16,448	16,353	16,246	16,103	1,467	1,937
Fire Department - Uniform	11,120	11,113	11,309	11,286	10,401	10,374	(719)	(739)
Fire Department - Civilian	4,495	4,491	4,886	4,850	4,808	4,798	313	307
Sanitation Department - Uniform	7,957	7,810	7,461	7,333	7,216	7,075	(741)	(735)
Sanitation Department - Civilian	2,265	2,053	2,083	1,923	2,204	2,000	(61)	(53)
Department of Correction - Uniform	10,617	9,874	9,110	8,388	8,176	7,419	(2,441)	(2,455)
Department of Correction - Civilian	1,603	1,488	1,458	1,390	1,664	1,596	61	108
Subtotal	92,133	90,292	88,004	86,772	83,532	82,182	(8,601)	(8,110)
Health and Welfare:								
Social Services	16,836	13,293	14,073	10,420	14,325	10,450	(2,511)	(2,843)
Admin. For Children Services	8,286	8,232	6,191	6,140	5,940	5,775	(2,346)	(2,457)
Homeless Services	2,090	2,081	1,955	1,927	2,046	2,046	(44)	(35)
Health and Mental Hygiene	5,442	4,398	6,384	4,830	6,449	4,931	1,007	533
Subtotal	32,654	28,004	28,603	23,317	28,760	23,202	(3,894)	(4,802)
Other Agencies:								
Housing Preservation and Development	2,720	645	2,504	599	2,653	648	(67)	3
Environmental Protection	5,760	376	5,985	208	6,196	227	436	(149)
Finance	2,685	2,685	2,003	2,003	2,117	2,105	(568)	(580)
Transportation	4,415	2,498	4,848	2,427	4,374	2,210	(41)	(288)
Parks	6,630	6,231	6,605	6,006	5,449	4,974	(1,181)	(1,257)
Citywide Administrative Services	1,879	1,296	2,479	1,673	2,514	1,763	635	467
All Other	18,103	13,776	18,377	14,471	17,472	13,530	(631)	(246)
Subtotal	42,192	27,507	42,801	27,387	40,775	25,457	(1,417)	(2,050)
Education:								
Department of Education - Pedagogical [5]	112,810	95,407	111,349	96,450	113,338	97,563	528	2,156
Department of Education - Civilian	25,442	22,174	24,898	22,482	25,013	22,824	(429)	650
City University - Pedagogical	4,273	4,273	5,566	5,566	3,914	3,909	(359)	(364)
City University - Civilian	2,300	2,299	2,774	2,774	2,020	2,020	(280)	(279)
Subtotal	144,825	124,153	144,587	127,272	144,285	126,316	(540)	2,163
Total	311,804	269,956	303,995	264,748	297,352	257,157	(14,452)	(12,799)
COVERED ORGANIZATION AND NON-CITY EMPLOYEES SUBSTANTIALLY PAID BY CITY SUBSIDIES[2]								
Health and Hospitals Corporation	37,941	37,941	40,232	40,232	39,729	39,729	1,788	1,788
Housing Authority	14,863	—	11,441	—	11,900	—	(2,963)	—
Libraries	4,428	4,428	4,365	4,365	2,948	2,948	(1,480)	(1,480)
Cultural Institutions[3]	1,728	1,728	1,665	1,665	822	822	(906)	(906)
School Construction Authority	933	933	700	700	775	775	(158)	(158)
New York City Employees Retirement System	368	368	405	405	406	406	38	38
Economic Development Corporation	344	344	439	439	440	440	96	96
Teachers Retirement System	308	308	370	370	395	395	87	87
Police Pension Fund	66	66	146	146	135	135	69	69
All Other	155	155	232	227	236	231	81	76
Subtotal	61,134	46,271	59,995	48,549	57,786	45,881	(3,348)	(390)
Total	372,938	316,227	363,990	313,297	355,138	303,038	(17,800)	(13,189)

[1] Adjusted for transfers.

[2] Includes non-City employees paid by City subsidies. For these agencies the December 2001 data reflects staffing as of February 2002.

[3] Includes only those employees of the Cultural Institutions Group paid by city fund subsidies.

[4] Includes restatements for positions formerly funded under vendor contracts and for Education part-time positions not previously included in the city headcount.

[5] FY 2010 City Funds for Education includes 14,190 pedagogical positions funded by Federal Stimulus appropirations. Beginning in FY 2012 funding for these positions require re-appropiration by the Federal or State Governments.

Expense Program

Agency PEG Program

(City Funds - $ in 000's)

	Fiscal Year 2010			Fiscal Year 2011			Fiscal Year 2012		
	Expense	Revenue	Total	Expense	Revenue	Total	Expense	Revenue	Total
UNIFORMED FORCES									
Police	($26,300)	($900)	($27,200)	($128,038)	$—	($128,038)	($165,383)	$—	($165,383)
Fire	(2,756)	—	(2,756)	(17,282)	(2,220)	(19,502)	(33,106)	(2,220)	(35,326)
Correction	(21,441)	—	(21,441)	(51,885)	—	(51,885)	(52,645)	—	(52,645)
Sanitation	(29,031)	—	(29,031)	(62,729)	—	(62,729)	(62,729)	—	(62,729)
HEALTH AND WELFARE									
Admin. for Children's Services	(31,211)	—	(31,211)	(51,867)	—	(51,867)	(45,191)	—	(45,191)
Social Services	(28,570)	—	(28,570)	(55,800)	—	(55,800)	(55,604)	—	(55,604)
Homeless Services	(8,593)	—	(8,593)	(22,068)	—	(22,068)	(25,618)	—	(25,618)
Youth & Community Dev.	(9,435)	—	(9,435)	(13,974)	—	(13,974)	(13,974)	—	(13,974)
Health & Mental Hygiene	(17,433)	(77)	(17,510)	(33,601)	(308)	(33,909)	(32,987)	(308)	(33,295)
OTHER MAYORAL									
Housing Preservation & Dev.	(1,349)	(1,112)	(2,461)	(1,514)	(2,936)	(4,450)	(1,683)	(3,110)	(4,793)
Finance	438	(9,620)	(9,182)	(5,528)	(16,000)	(21,528)	(5,808)	(16,000)	(21,808)
Transportation	(19,705)	(2,159)	(21,864)	(27,337)	(15,654)	(42,991)	(27,384)	(15,654)	(43,038)
Parks & Recreation	(7,044)	—	(7,044)	(33,816)	—	(33,816)	(26,781)	—	(26,781)
Libraries	(12,917)	—	(12,917)	(22,066)	—	(22,066)	(22,066)	—	(22,066)
Department of Cultural Affairs	(6,367)	—	(6,367)	(10,512)	—	(10,512)	(10,512)	—	(10,512)
Citywide Admin. Services	(6,577)	(11,172)	(17,749)	(7,088)	(11,392)	(18,480)	(4,213)	(10,966)	(15,179)
All Other Agencies	(58,032)	(47,033)	(105,065)	(93,525)	(32,809)	(126,334)	(97,969)	(26,716)	(124,685)
MAJOR ORGANIZATIONS									
Education	(113,182)	—	(113,182)	(316,824)	—	(316,824)	(316,824)	—	(316,824)
CUNY	(9,464)	—	(9,464)	(15,416)	—	(15,416)	(15,416)	—	(15,416)
HHC	—	(3,438)	(3,438)	—	(8,209)	(8,209)	—	(8,217)	(8,217)
OTHER									
Procurement Savings	—	—	—	(55,519)	—	(55,519)	(55,519)	—	(55,519)
TOTAL AGENCY PROGRAMS	**($408,969)**	**($75,511)**	**($484,480)**	**($1,026,389)**	**($89,528)**	**($1,115,917)**	**($1,071,412)**	**($83,191)**	**($1,154,603)**

Agency PEG Program

(City Funds - $ in 000's)

	Fiscal Year 2013			Fiscal Year 2014		
	Expense	Revenue	Total	Expense	Revenue	Total
UNIFORMED FORCES						
Police	($195,408)	$—	($195,408)	($197,475)	$—	($197,475)
Fire	(36,373)	(2,220)	(38,593)	(39,072)	(2,220)	(41,292)
Correction	(52,961)	—	(52,961)	(53,357)	—	(53,357)
Sanitation	(57,048)	—	(57,048)	—	—	—
HEALTH AND WELFARE						
Admin. for Children's Services	(43,718)	—	(43,718)	(43,823)	—	(43,823)
Social Services	(54,742)	—	(54,742)	(54,939)	—	(54,939)
Homeless Services	(25,662)	—	(25,662)	(25,717)	—	(25,717)
Youth & Community Dev.	(13,974)	—	(13,974)	(13,974)	—	(13,974)
Health & Mental Hygiene	(33,216)	(308)	(33,524)	(33,532)	(308)	(33,840)
OTHER MAYORAL						
Housing Preservation & Dev.	(1,809)	(3,423)	(5,232)	(1,893)	(3,596)	(5,489)
Finance	(5,855)	(16,000)	(21,855)	(5,913)	(16,000)	(21,913)
Transportation	(13,993)	(15,654)	(29,647)	(14,086)	(15,654)	(29,740)
Parks & Recreation	(26,645)	—	(26,645)	(26,670)	—	(26,670)
Libraries	(22,066)	—	(22,066)	(22,066)	—	(22,066)
Department of Cultural Affairs	(10,512)	—	(10,512)	(10,512)	—	(10,512)
Citywide Admin. Services	(4,213)	(10,966)	(15,179)	(4,213)	(10,966)	(15,179)
All Other Agencies	(122,004)	(26,723)	(148,727)	(135,330)	(26,723)	(162,053)
MAJOR ORGANIZATIONS						
Education	(316,824)	—	(316,824)	(316,824)	—	(316,824)
CUNY	(15,416)	—	(15,416)	(15,416)	—	(15,416)
HHC	—	(8,223)	(8,223)	—	(2,881)	(2,881)
OTHER						
Procurement Savings	(55,519)	—	(55,519)	(55,519)	—	(55,519)
TOTAL AGENCY PROGRAMS	**($1,107,958)**	**($83,517)**	**($1,191,475)**	**($1,070,331)**	**($78,348)**	**($1,148,679)**

AGENCY FIVE YEAR SUMMARY PROGRAM

Police Department

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Dollars			*(City Funds in 000's)*		
Baseline Per Adopted Plan - 6/18/2009	$4,036,947	$4,145,599	$4,224,258	$4,211,048	$4,211,048
PEG Program	(27,200)	(128,038)	(165,383)	(195,408)	(197,475)
Less PEG Program Reflected in Revenue Budget	900	-	-	-	-
Expenditure Increases / Re-estimates	161,563	28,935	44,217	60,998	63,065
Financial Plan of 1/28/2010	**$4,172,210**	**$4,046,496**	**$4,103,092**	**$4,076,638**	**$4,076,638**
Headcount			*(City Funded)*		
Baseline Per Adopted Plan - 6/18/2009	33,217 U	34,109 U	35,002 U	35,284 U	35,284 U
	14,023 C	13,978 C	13,978 C	13,978 C	13,978 C
PEG Program	-	(1,292) U	(2,185) U	(2,467) U	(2,467) U
	-	400 C	400 C	400 C	400 C
Expenditure Increases / Re-estimates	263 C	-	-	-	-
Financial Plan of 1/28/2010	**33,217 U**	**32,817 U**	**32,817 U**	**32,817 U**	**32,817 U**
	14,286 C	**14,378 C**	**14,378 C**	**14,378 C**	**14,378 C**

C = Civilian U = Uniform

Police Department

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
Uniformed HC Reduction - Attrition Savings from maintaining a peak headcount equal to FY 10 budgeted peak of 34,771 in FY 11 and annually thereafter.	(892) U	--	(55,443)	(112,555)	(131,991)	(134,058)
Paid Detail Program The New York City Police Department has received one time reimbursement of administrative costs associated with the assignment of police officers to private duty work.	--	(900)	--	--	--	--
Local Enhanced Wireless 911 Grant Funding The Department anticipates collection of additional revenue from the State through the Local Enhanced Wireless Grant.	--	(1,300)	(1,300)	--	--	--
UN Reimbursement New York expects to receive additional funding as noted in the Federal FY10 Appropriation Act for the Protection of Foreign Missions.	--	--	(18,000)	--	--	--
Police Recruitment Advertising Reduction Due to lower attrition and reduced headcount, NYPD requires less funding for recruitment advertising.	--	--	(2,000)	--	--	--
Uniformed OT Reduction The Department will reduce overtime spending through various overtime management strategies.	--	(25,000)	(50,000)	(50,000)	(50,000)	(50,000)
Civilianization of Support and Administrative Functions Replacement of Uniformed personnel in select administrative & support commands with civilians.	(400) U 400 C	--	(1,295)	(2,828)	(13,417)	(13,417)
Total Agency: CITY PEG PROGRAM	**(1,292) U** **400 C**	**(27,200)**	**(128,038)**	**(165,383)**	**(195,408)**	**(197,475)**

C = Civilian U = Uniform

***As of 6/30/11**

Police Department

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
NYPD Needs Adjustment Restoration of funding due to lower than anticipated attrition.	--	22,000	--	--	--	--
Technology Maintenance Funding for ongoing technology maintenance costs.	--	2,000	4,000	4,000	4,000	4,000
Uniformed HC Reduction - Attrition Fringe savings from maintaining a peak headcount equal to FY 10 budgeted peak of 34,771 in FY 11 and annually thereafter.	--	--	13,552	28,725	34,917	36,984
Managers & OJs CBA Managers & Original Jurisdiction employee salary adjustment.	--	2,360	2,360	2,360	2,360	2,360
CWA Admin Managers CBA CWA Administrative Managers salary adjustment.	--	46	46	46	46	46
CWA Local 1181 CBA CWA Local 1181 salary adjustment.	--	1,668	1,668	1,668	1,668	1,668
CWA Local 1182 CBA CWA Local 1182 salary adjustment.	--	7,217	7,217	7,217	7,217	7,217
Civilianization of Support and Administrative Functions Fringe savings from replacement of Uniformed personnel in select administrative & support commands with civilians.	--	--	92	201	10,790	10,790
ECTP - NYPD Cost Restoration Continued funding for maintenance and support of legacy system.	--	6,489	--	--	--	--

C = Civilian

*As of 6/30/11

Expenditure Increases/Re-estimates

Police Department

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
<u>Lease Adjustment</u> Lease Adjustment	--	(217)	--	--	--	--
<u>Uniformed HC Reduction - Attrition</u> Restoration of funding due to lower than anticipated attrition.	--	40,054	--	--	--	--
<u>Historical Uniformed Attrition Savings</u> Restoration of savings due to lower than anticipated attrition.	--	40,000	--	--	--	--
<u>Uniformed PS Savings</u> Restoration of savings due to lower than anticipated attrition.	--	20,000	--	--	--	--
<u>Uniformed HC Reduction</u> Restoration of funding due to lower than anticipated attrition.	--	19,946	--	--	--	--
Total Agency: Expenditure Increases/Re-estimates	**--**	**161,563**	**28,935**	**44,217**	**60,998**	**63,065**

AGENCY FIVE YEAR SUMMARY PROGRAM

Fire Department

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Dollars			*(City Funds in 000's)*		
Baseline Per Adopted Plan - 6/18/2009	$1,430,178	$1,429,380	$1,428,409	$1,425,830	$1,425,830
PEG Program	(2,755)	(19,502)	(35,327)	(38,592)	(41,291)
Less PEG Program Reflected in Revenue Budget	-	2,220	2,220	2,220	2,220
Expenditure Increases / Re-estimates	18,532	7,476	11,912	14,130	14,839
Financial Plan of 1/28/2010	**$1,445,955**	**$1,419,574**	**$1,407,214**	**$1,403,588**	**$1,401,598**
Headcount			*(City Funded)*		
Baseline Per Adopted Plan - 6/18/2009	11,172 U	10,772 U	10,772 U	10,772 U	10,772 U
	4,708 C	4,708 C	4,708 C	4,708 C	4,708 C
PEG Program	-	(400) U	(500) U	(500) U	(500) U
	(7) C	(9) C	(12) C	(15) C	(18) C
Expenditure Increases / Re-estimates	2 U	2 U	2 U	2 U	2 U
	15 C	39 C	39 C	39 C	39 C
Financial Plan of 1/28/2010	**11,174 U**	**10,374 U**	**10,274 U**	**10,274 U**	**10,274 U**
	4,716 C	**4,738 C**	**4,735 C**	**4,732 C**	**4,729 C**

C = Civilian U = Uniform

Fire Department

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
NIOSH Grant Grant funding from the National Institute of Occupational Safety and Health will help cover salaries of personnel in the Bureau of Health Services that serve the WTC Medical Programs.	--	(2,007)	--	--	--	--
Billing for Unwarranted Alarms The Fire Department will institute a repeat violator program for defective and unwarranted alarms that occur on three or more occasions.	1 C	--	(2,000)	(2,000)	(2,000)	(2,000)
Street Alarm Box System Given developments in technology in recent years, the Fire Department will seek to de-activate the street alarm box system, subject to the lifting of existing legal and legislative restraints.	(10) C	(748)	(2,526)	(2,852)	(3,182)	(3,520)
Elimination of 5th Firefighter Post on 60 Engine Companies - Attrition The Department proposes the elimination of the 5th firefighter post on 60 Engine Companies citywide.	(300) U	--	(7,859)	(16,661)	(18,935)	(20,631)
Elimination of 20 Firefighter Posts - Attrition The Fire Department will eliminate 20 firefighter posts citywide.	--	--	--	(5,554)	(6,312)	(6,877)
Reassignment of 25 EMS Administrative Personnel to the Field By reassigning 25 EMS administrative personnel to field positions, the Department will reduce EMS overtime costs.	--	--	(1,530)	(1,530)	(1,530)	(1,530)

C = Civilian U = Uniform

***As of 6/30/11**

Fire Department

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
Elimination of Staffing at 4 Engine Companies-Attrition The Fire Department will eliminate staffing at 4 Engine Companies.	(100) U	--	(5,587)	(6,730)	(6,633)	(6,733)
Total Agency: CITY PEG PROGRAM	**(400) U** **(9) C**	**(2,755)**	**(19,502)**	**(35,327)**	**(38,592)**	**(41,291)**

C = Civilian U = Uniform

***As of 6/30/11**

Fire Department

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
Sunset Park EMS Station Supervision Funding for supervisory staff (6 Lieutenants and 1 Captain) at the new Sunset Park EMS Station.	7 C	201	402	402	425	425
Facilities Personnel Funding for 11 tradespeople within the Bureau of Facilities.	11 C	208	830	830	830	830
New Fire Code Related Revenue The Fire Department will hire staff to conduct additional inspections mandated by the Fire Code. The cost of the staff will be offset by increased inspection revenue.	17 C	--	1,118	918	918	918
Fire Alarm Inspection Unit Revenue The Fire Department requires additional staff to conduct additional fire alarm inspections due to an increase in new accounts and failures requiring reinspection. The associated expense will be offset by increased inspection revenue.	7 C	--	378	364	364	364
Collective Bargaining Adjustment for Managers/Original Jurisdiction Collective bargaining adjustment for Managers/Original Jurisdiction.	--	1,366	1,366	1,366	1,366	1,366
Collective Bargaining Adjustment for CWA Administrative Managers Collective bargaining adjustment for CWA Administrative Managers.	--	12	12	12	12	12
Collective Bargaining Adjustment for Fire Alarm Dispatchers Collective bargaining adjustment for Fire Alarm Dispatchers.	--	1,508	1,508	1,508	1,508	1,508

C = Civilian U = Uniform

*As of 6/30/11

Fire Department

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
Collective Bargaining Adjustment for Metal Work Mechanics Collective bargaining adjustment for Metal Work Mechanics.	--	7	7	7	7	7
Funding for FDNY CPR Program In partnership with NYC Service, FDNY is working to increase the number of people trained in CPR. This funding supports the CPR program through FY 2010.	--	221	--	--	--	--
Street Alarm Box System - Fringe Fringe associated with the street alarm box system initiative.	--	124	271	336	405	483
Elimination of 5th Firefighter Post on 60 Engine Companies - Fringe Fringe associated with the proposed elimination of the 5th firefighter post on 60 Engine Companies citywide.	--	--	1,246	3,517	5,052	5,451
Billing for Unwarranted Alarms - Fringe Fringe associated with the billing for unwarranted alarms.	--	--	(15)	(16)	(17)	(18)
Elimination of 20 Firefighter Posts - Fringe Fringe associated with the elimination of 20 firefighter posts citywide.	--	--	--	1,172	1,684	1,817
EMS Admin to Field - Fringe Fringe associated with the reassignment of 25 EMS administrative personnel to the field.	--	--	109	109	109	109

C = Civilian U = Uniform

*As of 6/30/11

Fire Department

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
Elimination of Staffing at 4 Engine Companies - Fringe Fringe associated with the elimination of staffing at 4 Engine Companies.	--	--	484	1,627	1,707	1,807
Overtime Adjustment Adjustment to address higher than expected uniform overtime.	--	15,000	--	--	--	--
Technical Adjustment-Grant HC Technical adjustment to accurately reflect headcount funding category.	2 U	--	--	--	--	--
IFA - Project Managers This initiative reflects 3 FDNY Facilities project managers that are now being charged to IFA.	(3) C	(120)	(240)	(240)	(240)	(240)
FY 10 MN 1 Mem Items Realign	--	5	--	--	--	--
Total Agency: Expenditure Increases/Re-estimates	**2 U** **39 C**	**18,532**	**7,476**	**11,912**	**14,130**	**14,839**

C = Civilian U = Uniform

***As of 6/30/11**

AGENCY FIVE YEAR SUMMARY PROGRAM

Department of Correction

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Dollars			*(City Funds in 000's)*		
Baseline Per Adopted Plan - 6/18/2009	$976,672	$988,872	$1,005,141	$1,001,996	$1,001,996
PEG Program	(21,441)	(51,884)	(52,645)	(52,961)	(53,357)
Expenditure Increases / Re-estimates	27,523	13,702	14,012	14,329	14,725
Financial Plan of 1/28/2010	**$982,754**	**$950,690**	**$966,508**	**$963,364**	**$963,364**
Headcount			*(City Funded)*		
Baseline Per Adopted Plan - 6/18/2009	8,168 U	7,896 U	7,896 U	7,896 U	7,896 U
	1,449 C	1,430 C	1,430 C	1,430 C	1,430 C
PEG Program	(286) U	(477) U	(477) U	(477) U	(477) U
	39 C	114 C	114 C	114 C	114 C
Expenditure Increases / Re-estimates	58 U	-	-	-	-
	3 C	-	-	-	-
Financial Plan of 1/28/2010	**7,940 U**	**7,419 U**	**7,419 U**	**7,419 U**	**7,419 U**
	1,491 C	**1,544 C**	**1,544 C**	**1,544 C**	**1,544 C**

C = Civilian U = Uniform

Department of Correction

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
Academy Overtime Savings Academy Overtime Savings	--	(1,170)	--	--	--	--
Northern Border Prosecution Revenue The Department received an additional $3.7 million from the Federal Northern Border Security Initiative.	--	(3,752)	--	--	--	--
Civilianize 100 Administrative Positions The Department will achieve savings by civilianizing 100 uniformed Administrative positions.	(100) U 100 C	(101)	(1,211)	(1,615)	(1,615)	(1,615)
Eliminate 10% of Uniform Headquarter Posts The Department will eliminate 10% of the existing Administrative Uniformed Posts at Headquarters.	(27) U	(1,237)	(2,493)	(2,517)	(2,539)	(2,566)
Close Special Needs Housing Close underutilized Special Needs Housing on Rikers Island.	(11) U	(504)	(1,016)	(1,026)	(1,034)	(1,045)
Punitive Segregation Savings Savings associated with eliminating one punitive segregation housing area.	(36) U	(825)	(3,324)	(3,357)	(3,385)	(3,421)
Inmate Housing Efficiencies Decrease in uniform positions resulting from increased inmate housing efficiencies.	(115) U	--	(10,619)	(10,722)	(10,814)	(10,929)
Jail, Court, and Support Command Post Reduction Jail, Court, and Support Command post reduction through improved staffing efficiencies.	(176) U	(8,064)	(16,251)	(16,410)	(16,551)	(16,727)
Civilianize Hospital Run Posts Civilianize one non-emergency hospital run post.	(14) U 14 C	(249)	(497)	(497)	(497)	(497)

C = Civilian U = Uniform

*As of 6/30/11

Department of Correction

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
Reduce ESU Daytime Staffing Savings achieved by reducing unnecessary ESU posts assigned to the day tour.	(31) U	(1,420)	(2,862)	(2,890)	(2,915)	(2,946)
OTPS Efficiencies The Department will implement various Other Than Personnel Services (OTPS) reductions (bakery efficiencies, vehicle savings, supplies reduction, & travel reduction).	--	(378)	(373)	(373)	(373)	(373)
Leasing Beds to Other Jurisdictions The Department will generate revenue by leasing beds to other jurisdictions.	33 U	(3,595)	(13,238)	(13,238)	(13,238)	(13,238)
CEO Reduction (Model Education Program) CEO Reduction (Model Education Program)	--	(50)	--	--	--	--
CEO Reduction (Rikers Education Opportunities) CEO Reduction (Rikers Education Opportunities)	--	(96)	--	--	--	--
Total Agency: CITY PEG PROGRAM	**(477) U** **114 C**	**(21,441)**	**(51,884)**	**(52,645)**	**(52,961)**	**(53,357)**

C = Civilian U = Uniform

***As of 6/30/11**

Department of Correction

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
Food Cost Increase Funding to cover increased food prices and additional requirements by the State Commission of Correction.	--	5,774	5,774	5,774	5,774	5,774
Collective Bargaining for Managers & OJs Collective Bargaining for Managers and OJs	--	866	866	866	866	866
Model Education Program for Adults Discharged from DOC (CEO) Extends the initiative to provide literacy services for adults age 18-21 leaving DOC custody.	--	--	75	--	--	--
Fringe for PS Adjustments Fringe for PS Adjustments	--	2,213	6,987	7,372	7,689	8,085
Overtime Adjustment Funding for projected overtime expenditures in FY10.	--	2,632	--	--	--	--
Compressed Visitation Schedule This reverses an FY 2010 January Plan PEG that attempts to achieve savings by reducing the visitation schedule at city jails from 5 to 4 times a week. This action requires Board of Correction approval and is not expected to be approved in time to realize savings in FY 2010.	--	2,912	--	--	--	--
Five Day Recreation Schedule -- Attrition Reversal of a FY 2010 January Plan PEG that reduced the recreation schedule for adult inmates from 7 to 5 days a week. Board of Correction approval is still forthcoming and is not expected in time to yield FY 2010 savings.	--	4,456	--	--	--	--
Reversal of Commissary Outsourcing PEG The Department of Correction is experiencing delays outsourcing its commissary operations.	--	1,000	--	--	--	--

C = Civilian U = Uniform

*As of 6/30/11

Department of Correction

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
City-State Capacity Efficiency Funding required due to delay in implementation of City-State capacity efficiency initiative.	--	7,670	--	--	--	--
Total Agency: Expenditure Increases/Re-estimates	**--**	**27,523**	**13,702**	**14,012**	**14,329**	**14,725**

C = Civilian U = Uniform

*As of 6/30/11

AGENCY FIVE YEAR SUMMARY PROGRAM

Department of Sanitation

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Dollars			*(City Funds in 000's)*		
Baseline Per Adopted Plan - 6/18/2009	$1,275,763	$1,379,728	$1,408,976	$1,406,753	$1,406,753
PEG Program	(29,031)	(62,730)	(62,729)	(57,048)	-
Expenditure Increases / Re-estimates	7,517	9,738	9,377	4,873	4,144
Financial Plan of 1/28/2010	**$1,254,249**	**$1,326,736**	**$1,355,624**	**$1,354,578**	**$1,410,897**

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Headcount			*(City Funded)*		
Baseline Per Adopted Plan - 6/18/2009	7,234 U	7,319 U	7,291 U	7,291 U	7,291 U
	1,871 C	1,917 C	1,917 C	1,917 C	1,917 C
PEG Program	-	(248) U	(248) U	-	-
	-	(54) C	(54) C	-	-
Expenditure Increases / Re-estimates	4 U	4 U	4 U	1 U	-
	(2) C	(2) C	(2) C	2 C	3 C
Financial Plan of 1/28/2010	**7,238 U**	**7,075 U**	**7,047 U**	**7,292 U**	**7,291 U**
	1,869 C	**1,861 C**	**1,861 C**	**1,919 C**	**1,920 C**

C = Civilian U = Uniform

Department of Sanitation

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
NYS DEC Recycling Grant The Department of Sanitation will receive reimbursement from the NYS Department of Environmental Conservation for prior year expenditures relating to waste reduction and recycling education and outreach.	--	(2,000)	--	--	--	--
Waste Export Funding Surplus As a result of favorable bids received for interim export of refuse, a delay in the implementation of the Queens long-term export contract, and a continued decline in refuse tonnage, there is a waste export funding surplus.	--	(15,896)	(26,234)	(34,858)	(45,000)	--
Uniform Overtime The Department is expected to have a surplus in uniform overtime due to fewer truck shifts.	--	(6,923)	(5,263)	--	--	--
Uniform Assignment Differentials Due to a decrease in the number of truck shifts, there is a surplus of funding in assignment differentials.	--	(4,212)	(3,634)	--	--	--
Delay in Staffing the New Marine Transfer Stations Staffing for the four marine transfer stations associated with the Solid Waste Management Plan is adjusted for facility completion in FY 2013.	(248) U (54) C	--	(27,599)	(27,871)	(12,048)	--
Total Agency: CITY PEG PROGRAM	**(248) U** **(54) C**	**(29,031)**	**(62,730)**	**(62,729)**	**(57,048)**	**--**

C = Civilian U = Uniform

***As of 6/30/11**

Department of Sanitation

Description	City Personnel*	2010	2011	2012	2013	2014
		(City Funds in 000's)				
Civilian PS Deficit Funding to cover a projected FY 2010 PS deficit.	--	860	--	--	--	--
Stationary Engineers for New Garages The Department of Sanitation is expected to complete the Queens 14 garage and the Manhattan 4/4a/7 garage in FY 2010. The Department will hire three Stationary Engineers to maintain and operate the new HVAC systems in these facilities.	3 C	174	347	347	347	347
Vehicle Parts Funding for vehicle parts deemed ineligible for capital funding.	--	2,064	2,000	2,000	2,000	2,000
High Pressure Plant Tenders CB Adjustment Collective Bargaining Adjustment for High Pressure Plant Tenders.	--	47	47	47	47	47
Boilermakers CB Adjustment Collective Bargaining Adjustment for Boilermakers.	--	23	23	23	23	23
Blacksmiths CB Adjustment Collective Bargaining Adjustment for Blacksmiths.	--	78	82	82	82	82
Auto Service Workers CB Adjustment Collective Bargaining Adjustment for Auto Service Workers.	--	26	29	29	29	29
Managerial Titles CB Adjustment Collective Bargaining Adjustment for Managerial Titles.	--	625	625	625	625	625
Uniform Managers (General Superintendent 1) CB Adjustment Collective Bargaining Adjustment for Uniform Managers (General Superintendent 1).	--	114	114	114	114	114

C = Civilian U = Uniform

*As of 6/30/11

Department of Sanitation

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
Sanitation Enforcement Agent CB Adjustment Collective Bargaining Adjustment for Sanitation Enforcement Agents.	--	428	428	428	428	428
Associate Sanitation Enforcement Agent CB Adjustment Collective Bargaining Adjustment for Associate Sanitation Enforcement Agents.	--	155	155	155	155	155
CWA Administrative Managers CB Adjustment Collective Bargaining Adjustment for CWA Administrative Managers.	--	25	25	25	25	25
EDP Titles CB Adjustment Collective Bargaining Longevity Differential Adjustment for Electronic Data Processing Titles.	--	12	12	12	12	12
Metal Work (Mech) CB Collective Bargaining Adjustment for Mechanical Metal Workers.	--	252	252	252	252	252
Accountant CB Collective Bargaining Service Increment Adjustment for Accountants.	--	2	2	2	2	2
Research Assistant CB Collective Bargaining Longevity Adjustment for Research Assistants.	--	3	3	3	3	3
Uniform Overtime PEG - Fringe Fringe adjustment for Uniform Overtime PEG.	--	492	374	--	--	--
Uniform Differential PEG - Fringe Fringe adjustment for Uniform Differential PEG.	--	299	258	--	--	--

C = Civilian U = Uniform

*As of 6/30/11

Department of Sanitation

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
MTS Delay PEG - Fringe Fringe adjustment for Marine Transfer Station Delay PEG.	--	--	4,962	5,233	729	--
Budget Headcount Mods From 10/31/2009 to 12/11/2009	4 U (5) C	--	--	--	--	--
Sunday Security PEG Restoration Although the Department of Sanitation did not implement this PEG, the Department has been able to reduce spending on uniform overtime. The savings is included in the Uniform Overtime PEG.	--	1,838	--	--	--	--
Total Agency: Expenditure Increases/Re-estimates	**4 U (2) C**	**7,517**	**9,738**	**9,377**	**4,873**	**4,144**

C = Civilian U = Uniform

*As of 6/30/11

AGENCY FIVE YEAR SUMMARY PROGRAM

Administration for Children's Services

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Dollars			*(City Funds in 000's)*		
Baseline Per Adopted Plan - 6/18/2009	$726,254	$702,690	$720,746	$721,108	$721,108
PEG Program	(31,211)	(51,867)	(45,191)	(43,718)	(43,823)
Expenditure Increases / Re-estimates	2,452	13,130	4,281	4,366	4,471
Financial Plan of 1/28/2010	**$697,495**	**$663,953**	**$679,836**	**$681,756**	**$681,756**
Headcount			*(City Funded)*		
Baseline Per Adopted Plan - 6/18/2009	6,073	5,963	5,963	5,963	5,963
PEG Program	-	(250)	(250)	(250)	(250)
Financial Plan of 1/28/2010	**6,073**	**5,713**	**5,713**	**5,713**	**5,713**

Administration for Children's Services

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
Day Care Center Consolidation Consolidation of 15 child care sites. Children enrolled in these centers will be served through vacancies in other child care centers.	--	--	(9,000)	(16,286)	(16,286)	(16,286)
Day Care Center Renovations Reduction in funding for renovations and repairs to day care centers. The Agency will use capital funding for eligible projects.	--	--	(2,000)	(1,000)	(1,000)	(1,000)
Foster Boarding Home Rate Delay Delayed implementation of scheduled increase in administrative rates for regular foster boarding home agencies.	--	--	(6,994)	(1,557)	--	--
Agencywide Overtime and Administrative Savings Reduction in overtime and supplies agencywide.	--	(1,799)	(2,548)	--	--	--
Preventive Services Reductions in general and specialized social services that prevent foster care placements.	--	--	(3,602)	(3,602)	(3,602)	(3,602)
Foster Care Support Collection Savings from increased support payments from non-public assistance parents with children in foster care.	--	--	(641)	(641)	(641)	(641)
Administrative Cost Allocation Recognize appropriate revenue for administrative staff functions.	(48)	--	(2,408)	(2,408)	(2,408)	(2,408)
Prior Year Revenue	--	(29,362)	(8,848)	--	--	--

*As of 6/30/11

Administration for Children's Services

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
"One Year Home" Foster Care Permanency Campaign Increase in adoptions and expedited family reunifications will lead to a decrease in the foster care census of 800 by 2012.	--	--	(9,929)	(13,705)	(13,705)	(13,705)
Child Protective Staffing Reestimate Agency child abuse and neglect investigators' caseloads will increase from 9.5 to approximately 11 per worker.	(202)	--	(5,897)	(5,992)	(6,076)	(6,181)
CEO - Youth Financial Empowerment Savings from unspent funds in a program that provides financial literacy for teens in foster care.	--	(50)	--	--	--	--
Total Agency: CITY PEG PROGRAM	**(250)**	**(31,211)**	**(51,867)**	**(45,191)**	**(43,718)**	**(43,823)**

*As of 6/30/11

Administration for Children's Services

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
Collective Bargaining - CWA Admin Managers	--	4	4	4	4	4
Collective Bargaining - Managers and OJs	--	1,669	1,669	1,669	1,669	1,669
CEO - Youth Financial Empowerment Transfer of CEO funds to Youth Financial Empowerment (YFE) program.	--	--	96	--	--	--
Fringe Benefit Offset Adjustment for fringe savings in Child Protective Staffing Reestimate.	--	--	1,555	1,650	1,735	1,840
Low Priority Child Care Vouchers	--	8,078	--	--	--	--
Revenue Technical Adjustment	--	(8,848)	8,848	--	--	--
Restoration of Foster Boarding Home Administrative Rate Reduction Restoration of five percent reduction in the administrative rate paid to providers to oversee foster boarding homes.	--	5,701	5,701	5,701	5,701	5,701
Additional Foster Care Reimbursement Funding for services that provide aftercare to foster children and their families during and after the reunification process.	--	(4,152)	(4,743)	(4,743)	(4,743)	(4,743)
Total Agency: Expenditure Increases/Re-estimates	**--**	**2,452**	**13,130**	**4,281**	**4,366**	**4,471**

*As of 6/30/11

AGENCY FIVE YEAR SUMMARY PROGRAM

Department of Social Services

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Dollars			*(City Funds in 000's)*		
Baseline Per Adopted Plan - 6/18/2009	$5,857,513	$6,569,654	$7,037,763	$7,218,409	$7,218,409
PEG Program	(28,570)	(55,799)	(55,604)	(54,742)	(54,939)
Expenditure Increases / Re-estimates	38,045	60,322	59,605	97,767	282,752
Financial Plan of 1/28/2010	**$5,866,988**	**$6,574,177**	**$7,041,764**	**$7,261,434**	**$7,446,222**
Headcount			*(City Funded)*		
Baseline Per Adopted Plan - 6/18/2009	10,740	10,734	10,734	10,734	10,734
PEG Program	(41)	(299)	(299)	(299)	(299)
Expenditure Increases / Re-estimates	(286)	14	8	8	8
Financial Plan of 1/28/2010	**10,413**	**10,449**	**10,443**	**10,443**	**10,443**

Department of Social Services

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
Employment Restructuring HRA will restructure employment services for cash assistance recipients to increase administrative and process efficiencies while preserving client services.	--	(1,186)	(7,149)	(9,957)	(9,957)	(9,957)
Administrative Revenue Maximization Recognize appropriate reimbursement for administrative staff functions.	(20)	(1,644)	(2,152)	(2,165)	(2,176)	(2,191)
Reimbursement for Prisoner Care Reimbursement for inpatient medical costs of incarcerated individuals who are eligible for Medicaid.	--	(9,127)	(9,127)	(9,127)	(9,127)	(9,127)
Homemaking Reestimate Savings from declining numbers of family HIV/AIDS cases utilizing homemaking services.	--	(375)	(375)	(375)	(375)	(375)
Medicaid Supplemental Collections Increase Re-estimate of incentive payments that the City retains for enforcing and collecting Medical Support payments.	--	(4,446)	(4,446)	(4,446)	(4,446)	(4,446)
Case Management Staff Reductions The agency will seek to include caseworkers at supportive housing programs in the required case management ratios for HIV/AIDS services (HASA).	(248)	--	(4,193)	(8,484)	(8,619)	(8,787)
Supportive Housing Contract Delays Delays in the opening of congregate supportive housing units will generate one-time savings.	--	--	(1,909)	--	--	--
Administrative Reductions and Efficiencies Reduce expenditures for leases, contracted van service, MIS consultant fees, and agency overtime.	--	(987)	(3,571)	(3,668)	(3,668)	(3,668)

*As of 6/30/11

Department of Social Services

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
Revenue for Disability Services Recognizes appropriate reimbursement for supportive housing assessments and evaluations of WeCARE employment program participants.	(11)	(1,502)	(3,007)	(3,011)	(3,014)	(3,018)
CEO: Evaluation & Measurement Reduced funding for staff and contract to perform evaluation and measurement of CEO programs.	--	(1,000)	--	--	--	--
Prior Year Revenue	--	(4,641)	(7,405)	(1,896)	(876)	(876)
Cash Assistance Initiatives Changes to issuance policies for payments to vendors that provide services to cash assistance recipients.	--	(631)	(3,068)	(3,068)	(3,068)	(3,068)
Eliminate RAPP Eliminates funding for the Teen Relationship Abuse Prevention Program (Teen RAPP), a program that educates and counsels teens about domestic violence.	--	--	(3,000)	(3,000)	(3,000)	(3,000)
Maximize Revenue for Domestic Violence Services Improvement in eligibility procedures for domestic violence shelters.	1	(1,074)	(1,770)	(1,770)	(1,770)	(1,770)
Adult Protective Services Reorganization Operations will be streamlined at Adult Protective Services (APS) field offices, increasing caseloads from 25 to 28 per caseworker.	(21)	(193)	(689)	(699)	(708)	(718)

*As of 6/30/11

Department of Social Services

Description	City Personnel*	(City Funds in 000's)				
		2010	2011	2012	2013	2014
<u>Restructure Parks Job Training Participant Program</u> Eliminates 737 out of 2,322 Job Training Participant positions (JTP's) in the Parks Opportunity Program (POP) in 2011 and out. Eliminates 319 positions in 2010.	--	(1,764)	(3,938)	(3,938)	(3,938)	(3,938)
Total Agency: CITY PEG PROGRAM	**(299)**	**(28,570)**	**(55,799)**	**(55,604)**	**(54,742)**	**(54,939)**

*As of 6/30/11

Department of Social Services

Description	City Personnel*	(City Funds in 000's)				
		2010	2011	2012	2013	2014
Advantage Reestimate Funding for rental assistance program that provides subsidies to formerly homeless families and single adults.	--	23,714	29,372	29,779	29,779	29,779
Cash Assistance Reestimate Additional funding for cash assistance grants. The caseload is expected to reach 361,900 recipients by June 2010.	--	36,285	52,714	52,405	90,411	90,411
Collective Bargaining - Managers and OJ's	--	1,601	1,601	1,601	1,601	1,601
Collective Bargaining - CWA Administrative Managers	--	135	135	135	135	135
Collective Bargaining - Managers and OJ's	--	21	21	21	21	21
Intracity Revenue Adjustment Intracity Revenue Adjustment	--	(21,000)	(21,000)	(21,000)	(21,000)	(21,000)
CEO: Evaluation & Measurement Funding for staff and contract to perform evaluation and measurement of CEO programs.	6	--	3,177	--	--	--
Fringe Benefit Offset Adjustment for fringe savings in Maximize Revenue for Disability Services.	--	31	66	69	72	76
Fringe Benefit Offset Adjustment for fringe savings in Administrative Revenue Maximization.	--	102	239	252	263	278
Fringe Benefit Offset Adjustment for fringe savings in Administrative Reductions and Efficiencies.	--	51	102	102	102	102

*As of 6/30/11

Department of Social Services

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
Fringe Benefit Offset Adjustment for fringe savings in Adult Protective Services Reorganization.	--	50	157	167	175	186
Fringe Benefit Offset Adjustment for fringe savings in Case Management Staff Reductions.	--	--	351	2,687	2,821	2,989
MA FY14 3% Technical Adjustment Technical adjustment to reflect 3% annual growth for FY14	--	--	--	--	--	184,787
Restructure Parks Job Training Participant Program Technical adjustment to initiative that restructures Parks Job Training Participant program.	--	(2,945)	(6,613)	(6,613)	(6,613)	(6,613)
Budget Headcount Mods From 7/1/2009 to 9/10/2009	8	--	--	--	--	--
Total Agency: Expenditure Increases/Re-estimates	**14**	**38,045**	**60,322**	**59,605**	**97,767**	**282,752**

*As of 6/30/11

AGENCY FIVE YEAR SUMMARY PROGRAM

Department of Homeless Services

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Dollars			*(City Funds in 000's)*		
Baseline Per Adopted Plan - 6/18/2009	$305,193	$311,908	$312,254	$312,301	$312,301
PEG Program	(8,593)	(22,069)	(25,619)	(25,663)	(25,718)
Expenditure Increases / Re-estimates	43,657	39,219	39,094	41,337	41,449
Financial Plan of 1/28/2010	**$340,257**	**$329,058**	**$325,729**	**$327,975**	**$328,032**
Headcount			*(City Funded)*		
Baseline Per Adopted Plan - 6/18/2009	1,884	1,927	1,914	1,915	1,915
PEG Program	(14)	(57)	(114)	(114)	(114)
Expenditure Increases / Re-estimates	133	174	174	174	174
Financial Plan of 1/28/2010	**2,003**	**2,044**	**1,974**	**1,975**	**1,975**

Department of Homeless Services

Description	City Personnel*	(City Funds in 000's)				
		2010	2011	2012	2013	2014
Automate Shelter Intake and Administration Agencywide administrative savings through the automation of business processes provided through HOPES, a new case management system that will be operational in 2012.	--	--	--	(3,500)	(3,500)	(3,500)
Rapid Rehousing Initiative Housing placement services provided through the HomeBase program will increase and expedite housing placements from hotel facilities.	--	--	(7,600)	(7,600)	(7,600)	(7,600)
Contracted Security Reduction of 25 contracted security guard posts in adult and family shelters.	--	(430)	(861)	(861)	(861)	(861)
Additional Federal Revenue for Veterans Services Funding from the Veterans Administration will offset City costs for the Borden Avenue Veteran's Shelter.	--	(350)	(2,500)	(2,500)	(2,500)	(2,500)
Safe Havens and Stabilization Beds Elimination of 40 Safe Haven beds and 50 Stabilization Beds for street homeless single adults.	--	(1,263)	(970)	(970)	(970)	(970)
Street Solutions Restructuring Savings associated with the closure of a 24-hour Drop In Center in Manhattan. Four City funded and one federally funded Drop In Center will remain.	--	(984)	(2,422)	(2,422)	(2,422)	(2,422)
Prior Year Revenue	--	(3,300)	--	--	--	--
Employment Specialists Elimination of employment specialists at facilities that serve families with children.	--	(186)	(372)	(372)	(372)	(372)

*As of 6/30/11

Department of Homeless Services

Description	City Personnel*	(City Funds in 000's)				
		2010	2011	2012	2013	2014
Personnel Savings Agencywide reduction in personnel through attrition and redeployment.	(57)	(776)	(4,116)	(4,166)	(4,210)	(4,265)
Administrative Savings Reduces administrative expenditures throughout the agency.	--	(324)	(779)	(779)	(779)	(779)
Medical Service Reduction in Adult Shelters Reduces funds for medical services in adult shelters that do not serve clients with special medical or mental health needs.	--	(858)	(1,746)	(1,746)	(1,746)	(1,746)
Shelter Rate Reduction Five percent reduction to contracted providers serving homeless adult couples.	--	(122)	(703)	(703)	(703)	(703)
Total Agency: CITY PEG PROGRAM	**(57)**	**(8,593)**	**(22,069)**	**(25,619)**	**(25,663)**	**(25,718)**

*As of 6/30/11

Department of Homeless Services

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
Family Capacity Reestimate Additional funding to support shelters that house approximately 10,000 homeless families.	--	16,786	16,786	16,786	16,786	16,786
Contracted Security Funds the prevailing wage increase for contracted security guards in family and adult shelters.	--	7,220	--	--	--	--
Collective Bargaining - Managers	--	1,169	1,169	1,169	1,169	1,169
Intracity Revenue Adjustment Intracity Revenue Adjustment	--	21,000	21,000	21,000	21,000	21,000
Fringe Benefit Offset Adjustment for fringe savings in Restoration of Re-engineering of Functions Performed by Community Assistants.	--	(201)	(1,742)	(1,840)	(1,937)	(1,937)
Fringe Benefit Offset Adjustment for fringe savings in Administrative Savings from Automation of Intake	--	--	--	903	948	1,005
Fringe Benefit Offset Adjustment for fringe savings in Personnel Savings	--	113	868	918	962	1,017
Tax Levy Offset for ARRA Adjustment Tax Levy Offset for ARRA Adjustment	--	(2,890)	--	--	--	--
Lease Adjustment	--	304	--	--	--	--
Federal Stimulus Funding Federal stimulus funds will provide services to street homeless single adults.	--	(1,546)	(1,076)	(2,154)	--	--

*As of 6/30/11

Department of Homeless Services

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
Restoration of Performance-Based Payments for Adult Shelter Providers Restores Performanced-Based Payments for Adult Shelters.	--	4,000	4,000	4,000	4,000	4,000
Restoration of Community Assistant Re-engineering Restores initiative to contract out cleaning services at directly operated shelters, intake sites, and central office.	174	1,615	3,627	3,725	3,822	3,822
Restoration of Recreation Staff at Contract Shelters Restores funding to providers for recreation staff in family and adult shelters.	--	2,403	2,403	2,403	2,403	2,403
Performance Based Payments for Adult Shelters Re-design of adult shelter performance incentive program.	--	--	(1,500)	(1,500)	(1,500)	(1,500)
Contracted Adult Shelter Reduction of 4.19 percent to contracted shelter providers.	--	(5,419)	(5,419)	(5,419)	(5,419)	(5,419)
Contracted Family Shelter Reduction of 1.4 percent to contracted shelter providers.	--	(897)	(897)	(897)	(897)	(897)
Total Agency: Expenditure Increases/Re-estimates	**174**	**43,657**	**39,219**	**39,094**	**41,337**	**41,449**

*As of 6/30/11

AGENCY FIVE YEAR SUMMARY PROGRAM

Department of Youth and Community Development

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Dollars			*(City Funds in 000's)*		
Baseline Per Adopted Plan - 6/18/2009	$233,440	$168,091	$168,107	$168,124	$168,124
PEG Program	(9,433)	(13,973)	(13,973)	(13,973)	(13,973)
Expenditure Increases / Re-estimates	(3,340)	14,631	691	691	691
Financial Plan of 1/28/2010	**$220,667**	**$168,749**	**$154,825**	**$154,842**	**$154,842**
Headcount			*(City Funded)*		
Baseline Per Adopted Plan - 6/18/2009	312	302	302	302	302
Expenditure Increases / Re-estimates	-	10	-	-	-
Financial Plan of 1/28/2010	**312**	**312**	**302**	**302**	**302**

Department of Youth and Community Development

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
Out of School Time Reductions Eliminates 33 School-Year-Only OST programs (4,110 Elementary and Middle School slots) that are located in lower priority zip codes. Ends summer services at 30 Middle School programs (1,940 slots).	--	(1,983)	(7,488)	(7,488)	(7,488)	(7,488)
Beacon Reductions Reduces 66 City funded Beacon contracts by 6% in 2010 and 7% in 2011 and eliminates enhancements at 11 consolidated Beacons/OST middle school programs.	--	(1,579)	(2,748)	(2,748)	(2,748)	(2,748)
NYCHA Cornerstone Reductions Savings due to delayed opening in 4 NYCHA centers and from lower than anticipated start up costs in 2010. Eliminates 8% of the total $12.25 million budget in 2011.	--	(1,186)	(980)	(980)	(980)	(980)
Agencywide Program Accruals	--	(2,642)	--	--	--	--
Literacy Program Reductions Ten percent reduction to City funding for 45 Adult Literacy programs.	--	(449)	(554)	(554)	(554)	(554)
Summer Youth Employment Program Reduction Reduces 662 City funded slots in summer 2010. After the State proposed TANF reduction, the $25 million total budget will support approximately 17,200 slots (8,600 City slots) this coming summer.	--	--	(999)	(999)	(999)	(999)
Reduction in Community Services Program Eliminates City funds in community services contract programs.	--	(1,204)	(1,204)	(1,204)	(1,204)	(1,204)

*As of 6/30/11

Department of Youth and Community Development

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
CEO Reductions Reduces Service Learning and Young Adult Internship programs, and adds funding to match the TANF subsidized Jobs programs.	--	(390)	--	--	--	--
Total Agency: CITY PEG PROGRAM	**--**	**(9,433)**	**(13,973)**	**(13,973)**	**(13,973)**	**(13,973)**

*As of 6/30/11

Department of Youth and Community Development

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
Collective Bargaining - Managers and OJs	--	691	691	691	691	691
CEO - Youth Programs Funding for four CEO programs: Service Learning, Young Adult Interships, Young Adult Subsidized Jobs and Young Adult Literacy.	10	--	13,940	--	--	--
Charter School Funding	--	458	--	--	--	--
FY 10 MN 1 Mem Items Realign	--	(4,489)	--	--	--	--
Total Agency: Expenditure Increases/Re-estimates	**10**	**(3,340)**	**14,631**	**691**	**691**	**691**

*As of 6/30/11

AGENCY FIVE YEAR SUMMARY PROGRAM

Department of Health and Mental Hygiene

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Dollars			*(City Funds in 000's)*		
Baseline Per Adopted Plan - 6/18/2009	$645,646	$619,158	$620,623	$620,539	$620,539
PEG Program	(17,512)	(33,909)	(33,296)	(33,525)	(33,840)
Less PEG Program Reflected in Revenue Budget	77	308	308	308	308
Expenditure Increases / Re-estimates	10,059	24,822	30,080	30,430	30,883
Financial Plan of 1/28/2010	**$638,270**	**$610,379**	**$617,715**	**$617,752**	**$617,890**
Headcount			*(City Funded)*		
Baseline Per Adopted Plan - 6/18/2009	3,863	3,893	3,892	3,892	3,892
PEG Program	(15)	(174)	(174)	(174)	(174)
Expenditure Increases / Re-estimates	28	8	-	-	-
Financial Plan of 1/28/2010	**3,876**	**3,727**	**3,718**	**3,718**	**3,718**

Department of Health and Mental Hygiene

Description	City Personnel*	(City Funds in 000's)				
		2010	2011	2012	2013	2014
OCME PS Accrual OCME will have PS under spending in FY10.	--	(1,023)	--	--	--	--
OCME IT Contract Reduction OCME will reduce ITCS contract spending by training existing IT staff to perform the functions consultants were providing. Two ITCS consultants will also be directly hired through the PS budget.	--	--	(264)	(264)	(264)	(264)
OCME Layoffs OCME will generate savings by laying off 15 staff. These staff come from a variety of program areas and will not impact DNA or Mortuary operations.	(15)	--	(601)	(601)	(601)	(601)
OCME Attrition OCME will generate savings through attrition of 9 staff. Most of these positions are maintenance and support staff.	(9)	--	(489)	(493)	(508)	(519)
OCME Overtime Reduction OCME will reduce overtime spending by implementing a new Agency-wide overtime approval policy.	--	--	(482)	(482)	(482)	(482)
OCME Vacancy Reduction OCME will reduce 15 Criminalist position vacancies. No active Criminalist positions will be cut, and the agency will maintain its current DNA case processing time-line.	(15)	(499)	(1,207)	(1,207)	(1,207)	(1,207)
School Health Medicaid Revenue DOHMH has re-estimated its Medicaid claiming for School Health EPSDT services.	--	(3,300)	(3,300)	(2,300)	(2,300)	(2,300)
PS Underspending DOHMH will achieve savings through revised agency-wide staffing re-estimates.	--	(2,907)	--	--	--	--

*As of 6/30/11

Department of Health and Mental Hygiene

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
Animal Care & Control DOHMH will reduce the ACC contract by 4% in FY10 and 6% in the out years.	--	(317)	(457)	(457)	(457)	(457)
Correctional Health Layoffs DOHMH plans to reduce or eliminate some ancillary correctional health services. Savings will be generated through staff layoffs.	(18)	--	(917)	(1,091)	(1,107)	(1,127)
Clinic Revenue DOHMH will receive one-time retroactive Medicaid claiming for clinic services.	--	--	(1,000)	--	--	--
Tobacco Control - NRT & Public Education DOHMH will reduce the distribution of nicotine replacement therapy kits to HHC facilities and community cessation programs, and eliminate one of four annual tobacco public education media campaigns.	--	(352)	(1,038)	(1,038)	(1,038)	(1,038)
School Health Nurse Coverage DOHMH will eliminate nurse coverage for elementary schools with less than 300 students. Savings will be achieved through contracts reductions and attrition. There will be no layoffs to DOHMH staff nurses.	--	--	(3,086)	(3,142)	(3,192)	(3,254)
Mental Hygiene Contracts - Delegate Agencies DOHMH will make reductions and funding shifts to mental health, substance abuse, and mental retardation/developmental disability contracts for programs that are closed, closing, underperforming, underutilized, or have other revenue sources.	--	(2,187)	(6,360)	(6,360)	(6,360)	(6,360)

*As of 6/30/11

Department of Health and Mental Hygiene

Description	City Personnel*	(City Funds in 000's)				
		2010	2011	2012	2013	2014
Mental Hygiene Contracts - HHC DOHMH will reduce its funding to HHC for programs that report low levels of service or that can be provided more cost-effectively by other programs.	--	(214)	(753)	(753)	(753)	(753)
Mental Hygiene Contracts - I/C DOHMH will reduce its I/C funding to an alcohol and drug counselor certification training program at CUNY.	--	--	(102)	(102)	(102)	(102)
Correctional Health OTPS Savings will be realized through OTPS efficiencies in the Prison Health Services contract including lab testing and staffing.	--	(845)	(907)	(907)	(907)	(907)
Pest Control - Lot Cleaning Layoffs The program is being restructured while maintaining targeted response capacity. DOHMH will lay off 57 City Pest Control Aides (34 FT and 23 FTE).	(34)	--	(1,513)	(1,869)	(1,915)	(1,972)
Correctional Health HHC IC DOHMH will generate savings by reducing the I/C with HHC for correctional health services. Temporary contracts for Social Workers will be reduced and efficiencies will be made in purchasing.	--	(577)	--	--	--	--
Clinics & Healthcare Services Broad restructuring of TB clinic services allows closure of 2 PT clinics; patients will be absorbed by other clinics. Savings will be achieved by reducing hospital reimbursements, contracts and supplies. Services for the Physically Handicapped Children Program will be reduced.	(2)	(380)	(1,436)	(1,446)	(1,455)	(1,466)

*As of 6/30/11

Department of Health and Mental Hygiene

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
HHC Child Health Clinics Pass-Through DOHMH will reduce its HHC I/C for child health clinics by 4% in FY10 and 8% in the out years.	--	(108)	(216)	(216)	(216)	(216)
Clinics & Healthcare Layoffs Broad restructuring of TB clinic services allows the closure of 2 part-time clinics; patients will be absorbed by other DOHMH clinics. Administrative oversight for the Physically Handicapped Children Program will be reduced. This initiative involves 9 FT and 4 PT layoffs.	(9)	--	(487)	(579)	(590)	(603)
City Council Contracts DOHMH will reduce City Council contracts by 4% in aggregate.	--	(1,032)	--	--	--	--
City Council I/C DOHMH will reduce I/C agreements funded by City Council by 4% in aggregate.	--	(280)	--	--	--	--
Agency-Wide Program Efficiencies DOHMH will achieve PS and OTPS program efficiencies in immunization, the Public Health Lab, communicable disease, child care oversight, lead poisoning prevention, chronic disease reduction, district public health offices, and support activities.	(6)	(1,880)	(3,122)	(3,160)	(3,171)	(3,200)
Air Survey IC DOHMH will reduce its NYC Community Air Survey Intra-City contract to carry out fieldwork associated with the air survey.	--	(32)	--	--	--	--

*As of 6/30/11

Department of Health and Mental Hygiene

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
Agency-Wide Program Layoffs DOHMH will layoff 73 (60 FT and 13 PT) positions in Immunization, Public Health Lab, Communicable Disease, child care oversight, lead poisoning prevention, WTC studies, chronic disease reduction, district public health offices, and support activities. Involves layoffs.	(60)	--	(2,932)	(3,514)	(3,554)	(3,627)
HIV Contracts & Services DOHMH will achieve OTPS efficiencies in FY10. In FY11, DOHMH personnel expenses will be reduced by identifying non-City revenue sources and contracts will be further reduced.	--	(332)	(775)	(780)	(784)	(789)
HHC HIV Contracts IC DOHMH will reduce 2 HIV intra-city contracts with HHC.	--	--	(135)	(135)	(135)	(135)
Health Academy Course Fees DOHMH is revising all Health Academy Course fees including instituting a $24 fee for the online food protection exam. The online food protection course material will remain free of charge; the revised fee covers the cost of the in-person exam only.	--	(55)	(219)	(219)	(219)	(219)
Administrative Layoffs Administrative divisions throughout DOHMH will eliminate 9 administrative positions (5 FT and 4 PT) through layoffs.	(5)	--	(247)	(294)	(301)	(310)
Administrative Efficiencies Administrative divisions will reduce their OTPS budget and eliminate 24 vacant positions (23 PT and 1 FT).	(1)	(1,192)	(1,826)	(1,848)	(1,867)	(1,891)

*As of 6/30/11

Department of Health and Mental Hygiene

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
Pest Control - Lot Cleaning Vacancy Reduction Lot cleaning for Pest Control is completed in response to complaints and inspections. The program is being restructured while maintaining targeted response capacity. DOHMH will reduce 1 vacant City Pest Control Aide position.	--	--	(38)	(39)	(40)	(41)
Total Agency: CITY PEG PROGRAM	**(174)**	**(17,512)**	**(33,909)**	**(33,296)**	**(33,525)**	**(33,840)**

*As of 6/30/11

Department of Health and Mental Hygiene

Description	City Personnel*	(City Funds in 000's)				
		2010	2011	2012	2013	2014
WTC MHBP, PCIP & NFP Supplementary funding for existing programs that receive or will receive Federal funds (WTC Mental Health Benefit Program, Primary Care Information Project, and Nurse Family Partnership)	--	6,100	1,200	--	--	--
Service Office Transfers -- Flu Fighters In partnership with NYC Service, the DOHMH is working to protect New Yorkers from H1N1 and seasonal influenza through the Flu Fighters program. This is a volunteer initiative to promote influenza awareness and vaccination in New York City	--	23	--	--	--	--
Collective Bargaining Increase for CWA and OJs Collective Bargaining Increase for CWA and OJs 4%	--	2,989	2,989	2,989	2,989	2,989
CEO: School Based Health and Reproductive Health Centers Funding provided for the continued operation of six high school general health and reproductive health centers.	3	--	1,355	--	--	--
CEO: Expand Access to Healthy Foods Funding will continue the Health Bucks initiatives intended to expand access to healthy foods in low income neighborhoods.	5	--	182	--	--	--
Clinics & Healthcare Layoffs Fringe offset	--	--	123	216	226	239
Clinics & Healthcare Services Fringe offset	--	--	177	187	196	207
Agency-Wide Program Layoffs Fringe offset	--	--	610	1,192	1,232	1,305

*As of 6/30/11

Department of Health and Mental Hygiene

Description	City Personnel*	(City Funds in 000's)				
		2010	2011	2012	2013	2014
Agency -Wide Program Efficiencies	--	--	484	522	533	562
Fringe offset						
School Health - Attrition	--	--	966	1,022	1,072	1,134
Fringe offset						
HIV Contract & Srvs Attrition	--	--	89	93	97	102
Fringe offset						
OCME PS Accrual	--	73	--	--	--	--
Fringe offset						
OCME Layoffs	--	--	132	239	251	266
Fringe offset						
Pest Control - Layoffs	--	--	480	836	882	939
Fringe offset						
OCME Attrition	--	--	166	176	185	196
Fringe offset						
OCME Overtime Reduction	--	--	51	51	51	51
Fringe offset						
OCME Vacancy Reduction	--	99	247	261	273	288
Fringe offset						
Pest Control - Attrition	--	--	14	15	16	17
Fringe offset						

*As of 6/30/11

Department of Health and Mental Hygiene

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
Administrative - Layoff Fringe offset	--	--	85	132	139	148
Administrative - Attrition Fringe offset	--	--	356	378	397	421
PS Underspending - Attrition Fringe offset	--	43	--	--	--	--
Correctional Health - Layoffs Fringe offset	--	--	162	336	352	373
2 Gotham Lease DOHMH is consolidating from multiple facilities in Manhattan to 2 Gotham Long Island City, Queens. Lease cost for the first 5 years is 29M/year. The initiative reflects 6 month cost for FY11, and full lease cost for the out years and is net of Article 6 reimbursement.	--	--	14,954	21,435	21,539	21,646
FY 10 MN 1 Mem Items Realign	--	732	--	--	--	--
Total Agency: Expenditure Increases/Re-estimates	**8**	**10,059**	**24,822**	**30,080**	**30,430**	**30,883**

*As of 6/30/11

AGENCY FIVE YEAR SUMMARY PROGRAM

Housing Preservation and Development

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Dollars			*(City Funds in 000's)*		
Baseline Per Adopted Plan - 6/18/2009	$74,644	$58,226	$58,121	$57,361	$57,361
PEG Program	(2,462)	(4,451)	(4,793)	(5,234)	(5,491)
Less PEG Program Reflected in Revenue Budget	1,113	2,937	3,111	3,424	3,597
Expenditure Increases / Re-estimates	2,753	1,095	1,105	1,114	1,126
Financial Plan of 1/28/2010	**$76,048**	**$57,807**	**$57,544**	**$56,665**	**$56,593**

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Headcount			*(City Funded)*		
Baseline Per Adopted Plan - 6/18/2009	648	643	643	641	641
PEG Program	(4)	(12)	(12)	(12)	(12)
Expenditure Increases / Re-estimates	3	-	-	-	-
Financial Plan of 1/28/2010	**647**	**631**	**631**	**629**	**629**

Housing Preservation and Development

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
Technology Staff Reduction The Department of Housing Preservation & Development will achieve savings by laying off 4 employees in the Technology & Strategic Development division. Technology changes rapidly, and these individuals are primarily mainframe programmers, which is no longer useful to the agency.	(4)	(171)	(387)	(390)	(394)	(398)
Restructure 7A Program The Department of Housing Preservation & Development will reduce personnel in the Article 7A program as part of an agency wide reorganization effort.	(8)	--	(581)	(588)	(595)	(603)
Parking Lot Revenue The Department of Housing Preservation & Development will phase in lease increases for 39 City-owned lots used for parking.	--	(36)	(74)	(76)	(217)	(217)
Waterside The City will realize additional tax revenues from the Waterside development based on the property's revised assessment value.	--	--	(1,679)	(1,851)	(2,023)	(2,196)
Starrett City The City will realize additional revenue from the Starrett City development due to an increase in shelter rent payments related to rising building income.	--	(751)	(751)	(751)	(751)	(751)
University Gardens The City will realize additional tax revenue from the University Gardens development due to a reassessment of the property's exemption status.	--	(326)	(433)	(433)	(433)	(433)

*As of 6/30/11

Housing Preservation and Development

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
Reduction of City Council Additions The Department of Housing Preservation & Development will reduce all FY10 City Council items by 4%, excluding Council member items and contracts related to mortgage foreclosures.	--	(301)	--	--	--	--
Restructure 7A Program OTPS The Department of Housing Preservation & Development will reduce the OTPS expenditures associated with the Article 7A program personnel reduction.	--	--	(125)	(125)	(125)	(125)
AOTPS Reduction The Department of Housing Preservation & Development will reduce the budget for supplies and other administrative OTPS.	--	(324)	(200)	(200)	(200)	(200)
Property Management Reduction The Department of Housing Preservation & Development will achieve savings by scaling-back the clean-up of vacant lots, only responding to 311 calls. This reduction in resources is also justified by the observed decline in the portfolio of In Rem properties.	--	(553)	(221)	(379)	(496)	(568)
Total Agency: CITY PEG PROGRAM	**(12)**	**(2,462)**	**(4,451)**	**(4,793)**	**(5,234)**	**(5,491)**

*As of 6/30/11

Housing Preservation and Development

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
Restructure 7A Program-Fringe. This initiative is to restore tax levy fringe to the Department of Housing Preservation and Development for amounts included in the agency's FY11 January Plan 7A PS Reduction PEG.	--	--	128	135	141	149
Collective Bargaining The Department of Housing Preservation & Development will realize an increase in the TL budget to fund collective bargaining for Managers and OJ's.	--	896	896	896	896	896
FY11 January Plan TSD PS Reduction Fringe This initiative is to restore tax levy fringe to the Department of Housing Preservation and Development for amounts included in the agency's FY11 January Plan TSD PS Reduction PEG.	--	34	71	74	77	81
Funding Adjustment Funding Adjustment	--	35	--	--	--	--
Funding Adjustment Funding Adjustment	--	1,700	--	--	--	--
FY 10 MN 1 Mem Items Realign	--	88	--	--	--	--
Total Agency: Expenditure Increases/Re-estimates	**--**	**2,753**	**1,095**	**1,105**	**1,114**	**1,126**

*As of 6/30/11

AGENCY FIVE YEAR SUMMARY PROGRAM

Department of Finance

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Dollars			*(City Funds in 000's)*		
Baseline Per Adopted Plan - 6/18/2009	$223,309	$220,413	$219,498	$218,604	$218,604
PEG Program	(9,181)	(21,528)	(21,809)	(21,855)	(21,913)
Less PEG Program Reflected in Revenue Budget	9,620	16,000	16,000	16,000	16,000
Expenditure Increases / Re-estimates	1,780	2,463	2,749	2,801	2,865
Financial Plan of 1/28/2010	**$225,528**	**$217,348**	**$216,438**	**$215,550**	**$215,556**

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Headcount			*(City Funded)*		
Baseline Per Adopted Plan - 6/18/2009	2,074	2,056	2,038	2,038	2,038
PEG Program	25	(7)	(7)	(7)	(7)
Financial Plan of 1/28/2010	**2,099**	**2,049**	**2,031**	**2,031**	**2,031**

Department of Finance

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
Targeted Program to Increase Audit Revenue Finance will hire 29 additional auditors across various tax return types and is estimated to achieve net returns of $13.1 million annually.	29	(6,200)	(13,100)	(13,100)	(13,100)	(13,100)
Insource IT Positions Finance will reduce its reliance on consultants and insource 29 positions.	29	(1,003)	(5,945)	(5,945)	(5,945)	(5,945)
Centralize and Consolidate Administrative Functions Finance will centralize and consolidate various administrative functions, such as mail room and scanning operations.	(33)	(386)	(1,723)	(1,893)	(1,919)	(1,952)
Digitize Hearing-by-Mail Process Finance will eliminate 25 machine operator positions by digitizing its Hearing-by-Mail program.	(25)	--	(360)	(471)	(491)	(516)
Collections - Financial Institution - Data Matching Program The Department of Finance will participate in the SSN/EIN bank initiative by piggy-backing on a New York State contract to locate assets that could be made available to satisfy judgment debts amounting to $1.6 million in 2010.	--	(1,592)	--	--	--	--
Business Center Efficiencies The Department of Finance will generate savings through increased efficiencies in its Business Centers.	(7)	--	(400)	(400)	(400)	(400)
Total Agency: CITY PEG PROGRAM	**(7)**	**(9,181)**	**(21,528)**	**(21,809)**	**(21,855)**	**(21,913)**

*As of 6/30/11

Department of Finance

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
Collective bargaining for Managers and OJs Collective bargaining for Managers and OJs.	--	1,867	1,867	1,867	1,867	1,867
Collective bargaining for CWA Administrative Managers Collective bargaining for CWA Administrative Managers.	--	96	96	96	96	96
Transfer Warrant Mailing Function Transfer of funds from Finance to FISA for the FMS warrant mailing function the latter is taking over.	--	(110)	(220)	(220)	(220)	(220)
Digitize Hearing by Mail Process 098 offset Digitize Hearing by Mail Process 098 offset.	--	--	267	377	397	422
Centralize and Consolidate Various Functions Throughout the Agency 098 Offset Centralize and consolidate various functions throughout the agency 098 offset.	--	(73)	348	518	544	577
Business Center Efficiencies 098 offset Business center efficiencies 098 offset.	--	--	105	111	117	123
Total Agency: Expenditure Increases/Re-estimates	**--**	**1,780**	**2,463**	**2,749**	**2,801**	**2,865**

*As of 6/30/11

AGENCY FIVE YEAR SUMMARY PROGRAM

Department of Transportation

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Dollars			*(City Funds in 000's)*		
Baseline Per Adopted Plan - 6/18/2009	$463,540	$450,020	$449,856	$451,872	$451,872
PEG Program	(21,863)	(42,991)	(43,038)	(29,648)	(29,741)
Less PEG Program Reflected in Revenue Budget	2,159	15,654	15,654	15,654	15,654
Expenditure Increases / Re-estimates	2,917	2,022	2,418	6,651	6,744
Financial Plan of 1/28/2010	**$446,753**	**$424,705**	**$424,890**	**$444,529**	**$444,529**
Headcount			*(City Funded)*		
Baseline Per Adopted Plan - 6/18/2009	2,104	2,200	2,186	2,206	2,206
PEG Program	(48)	(76)	(93)	(93)	(93)
Expenditure Increases / Re-estimates	(13)	-	-	-	-
Financial Plan of 1/28/2010	**2,043**	**2,124**	**2,093**	**2,113**	**2,113**

Department of Transportation

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
Debris Container Permit The Department of Transportation will implement a $30 permit application fee for temporary placement of debris containers on City streets.	--	--	(500)	(500)	(500)	(500)
Additional Revenue from Street Opening Permits, Revocable Consents and Electrical Transformers Based on historical and current activity, the Department of Transportation will realize additional revenue from Street Openings, Revocable Consents and Electrical Transformers.	--	(1,559)	(1,559)	(1,559)	(1,559)	(1,559)
Increase Manhattan Commercial Parking Rates DOT will implement commercial rate changes from $2 to $2.50 per hour for multi-space meters in Manhattan from 14th Street to 60th Street between 2nd Avenue and 10th Avenue.	--	--	(4,145)	(4,145)	(4,145)	(4,145)
Signal Maintenance Contract Savings Reduce the OTPS for signal maintenance contract due to lower contract bids resulting from a change in the bidding process.	--	(6,221)	(11,428)	(11,428)	--	--
Planning and Sustainability OTPS Reduction Reduction in OTPS funding for Planning and Sustainability program.	--	(1,094)	(5,086)	(5,086)	(5,086)	(5,086)
Ferry Maintenance Funding Switch Federal Transit Administration (FTA) funds will replace City funds for Staten Island Ferry Maintenance.	--	(3,872)	(2,400)	--	--	--
ARRA Operating Assistance Funding Switch Federal ARRA stimulus funds no longer needed for capital ferry projects will replace City funds for Staten Island Ferry maintenance projects.	--	(4,670)	--	--	--	--

*As of 6/30/11

Department of Transportation

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
CHIPS Funding Switch for Bridge Program State funding from the Consolidated Highway Improvement Program (CHIPS) will replace City funding under the bridge maintenance program.	(13)	(1,792)	(2,101)	--	--	--
Increase Manhattan Passenger Parking Rates DOT will generate additional revenue from an increase in passenger rates from $2 to $2.50 per hour for multi-space meters in Manhattan from Battery Park to 86th Street between 2nd Avenue and 9th Avenue.	--	(200)	(8,037)	(8,037)	(8,037)	(8,037)
Eliminate Men's Room Deckhand (SI Ferry) Eliminate (through attrition) the Deckhand position responsible for the cleaning of the Men's room on the Ferry, which is not subject to the Coast Guard Certification of Inspection.	(12)	(69)	(841)	(852)	(862)	(874)
Eliminate Cleaning Crew Deckhand Position (SI Ferry) Eliminate deckhand positions on the cleaning crew through atttrition. This position is not subject to the Coast Guard Certification of Inspection. Redeploy Matron positions (City Attendants) to replace deckhands on the cleaning crew.	(8)	(30)	(363)	(370)	(377)	(385)
Reduced Injury Claims (Jones Act) Implementation of a Safety Management System, which was fully certified in 2005 has resulted in a significant annual decrease in lost time due to injuries. This trend is expected to continue.	--	(1,045)	(1,045)	(1,045)	(1,045)	(1,045)
Reduction of East River Ferry Service Funding Reduction of East River Ferry Service Funding by 4% in FY10 and 8% in the remaining years.	--	(88)	(320)	(336)	--	--

*As of 6/30/11

Department of Transportation

Description	City Personnel*	(City Funds in 000's)				
		2010	2011	2012	2013	2014
Rockaway Ferry Service Elimination Ferry service to the Rockaways will be eliminated beginning April 2010.	--	(300)	(300)	(300)	(300)	(300)
Eliminate Auto Service Worker Vacancies Fleet Services has 5 senior auto service worker vacancies, which have been vacant for over a year. They typically perfom preventive maintenance inspectional functions, and preparation work for repairs.	(5)	(137)	(277)	(281)	(285)	(290)
Eliminate Ponding/Speed Bump Unit Elimination of the dedicated Ponding/Speed Bump Unit under Roadway Repair and Maintenance (RRM) division. Speed bump and ponding work will be completed by other RRM division units.	(10)	(720)	(1,447)	(1,456)	(1,464)	(1,474)
Arterial Highway Weekend Overtime Reduction Reduction in overtime for weekend arterial maintenance crews.	--	--	(1,025)	(1,025)	(1,025)	(1,025)
Reduction in Overtime for Weekend Cleaning Program Reduction in overtime for arterial community service weekend cleaning program.	--	(66)	(133)	(133)	(133)	(133)
Agency-wide OTPS Reduction Agency-wide reduction in OTPS funding.	--	--	--	(2,000)	--	--
Agency-wide PS Reduction Agency-wide reduction in headcount beginning in FY 2011.	(28)	--	(1,984)	(4,485)	(4,830)	(4,888)
Total Agency: CITY PEG PROGRAM	**(76)**	**(21,863)**	**(42,991)**	**(43,038)**	**(29,648)**	**(29,741)**

*As of 6/30/11

Department of Transportation

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
DOT Facility Security Contract Increase - Allied Barton Increased security costs resulting from a prevailing wage rate determination.	--	3,265	3,265	3,265	3,265	3,265
East River Ferry Funding Transfer Transfer of funding from DOT to EDC for an East River ferry service pilot.	--	(2,112)	(3,680)	(3,864)	--	--
CB-CWA Admin Managers (JAN11) FY11-JAN Collective Bargaining for CWA Administrative Managers.	--	27	27	27	27	27
CB-Mgrs & OJs (JAN11) Collective Bargaining for Managers and Other Jurisdictional (JAN11).	--	1,590	1,590	1,590	1,590	1,590
Agency-wide PS Reduction Fringe benefit offset	--	--	170	719	1,060	1,118
Arterial Highway Weekend Overtime Reduction Fringe benefit offset	--	--	73	73	73	73
Reduction in Overtime for Weekend Cleaning Program Fringe benefit offset	--	5	9	9	9	9
Eliminate Men's Room Deckhand (SI Ferry) Fringe benefit offset	--	15	189	200	209	221
Eliminate Cleaning Crew Deckhand Position (SI Ferry) Fringe benefit offset	--	9	112	119	126	134

*As of 6/30/11

Expenditure Increases/Re-estimates

Department of Transportation

Description	City Personnel*	(City Funds in 000's)				
		2010	2011	2012	2013	2014
Eliminate Ponding/Speed Bump Unit	--	93	194	203	211	221
Fringe benefit offset						
Eliminate Auto Service Worker Vacancies	--	35	74	78	82	87
Fringe benefit offset						
Increase Manhattan Passenger Parking Rates	--	(10)	(1)	(1)	(1)	(1)
Fringe benefit offset						
Total Agency: Expenditure Increases/Re-estimates	**--**	**2,917**	**2,022**	**2,418**	**6,651**	**6,744**

*As of 6/30/11

AGENCY FIVE YEAR SUMMARY PROGRAM

Department of Parks and Recreation

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Dollars			*(City Funds in 000's)*		
Baseline Per Adopted Plan - 6/18/2009	$258,865	$255,027	$255,289	$255,514	$255,514
PEG Program	(7,044)	(33,817)	(26,781)	(26,645)	(26,671)
Expenditure Increases / Re-estimates	12,112	17,936	16,286	16,418	16,604
Financial Plan of 1/28/2010	**$263,933**	**$239,146**	**$244,794**	**$245,287**	**$245,447**
Headcount			*(City Funded)*		
Baseline Per Adopted Plan - 6/18/2009	2,849	2,887	2,887	2,887	2,887
PEG Program	(11)	(377)	(187)	(186)	(186)
Expenditure Increases / Re-estimates	133	22	22	22	22
Financial Plan of 1/28/2010	**2,971**	**2,532**	**2,722**	**2,723**	**2,723**

Department of Parks and Recreation

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
Forester Funding Switch The funding for eleven foresters will be changed from city tax levy to IFA.	(11)	(172)	(698)	--	--	--
Central Park Conservancy Payment Reduction Payments to the Central Park Conservancy will be reduced by eight percent.	--	--	(460)	(460)	(460)	(460)
PlaNYC Hiring Delay Parks will delay the hiring of 88 new full-time and 11 new seasonal employees from FY 2011 until FY 2012 in conjunction with the revised timetable for construction of PlaNYC Regional Parks and Greenstreets.	(88)	--	(4,471)	--	--	--
FY 2011 100% Hiring Freeze Parks will continue a full hiring freeze in FY 2011.	(105)	--	(3,494)	(966)	(908)	(921)
OTPS Reduction Reduction to the PlaNYC OTPS funding associated with the revised timetable for construction of PlaNYC Regional Parks along with a reduction to the Central Purchasing OTPS funding.	--	--	(962)	(376)	(160)	--
Seasonal Hiring Delay Parks will delay the hiring of selected seasonal positions for FY 2011.	--	--	(470)	--	--	--
Reduction of Recreation Center FY 2010 PS Surplus There is currently a FY 2010 PS surplus of $157,651 in Parks' Recreation Center budget.	--	(158)	--	--	--	--

*As of 6/30/11

Department of Parks and Recreation

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
Close 4 Pools and Shorten Outdoor Pool Season City operated outdoor pools will close two weeks early, enabling the Department of Parks and Recreation to eliminate outdoor pool operating costs for the final two weeks of the season. In addition, 4 pools throughout the city will be closed for the entire season.	--	--	(1,438)	(1,438)	(1,438)	(1,438)
Restructure Parks Job Training Participant Program Reduces the number of Job Training Participants (JTPs) in the Parks Opportunity Program (POP) for FY 2010.	--	(4,596)	--	--	--	--
Headcount Reduction The Department of Parks and Recreation will achieve a headcount reduction through managed retirement. Savings not achieved through this retirement initiative will be made-up through layoffs.	(173)	(1,000)	(10,653)	(12,688)	(12,826)	(12,999)
Overtime Reduction The Department of Parks and Recreation will reduce its overtime expenditures for the remainder of FY 2010.	--	(800)	--	--	--	--
Restructure Parks Job Training Participant Program Reduces the number of Job Training Participants (JTPs) in the Parks Opportunity Program (POP) for FY 2011 and the out-years.	--	--	(10,428)	(10,428)	(10,428)	(10,428)
Administrative OTPS Reduction Reduction to the Department of Parks and Recreation's administrative OTPS budget for general supplies and contractual services.	--	--	(425)	(425)	(425)	(425)

*As of 6/30/11

Department of Parks and Recreation

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
Parks Recreation Center 25% OTPS Reduction FY 2010 and FY 2011 OTPS reduction in an amount equal to 25% of the FY 2010 Parks Recreation Center OTPS budget.	--	(318)	(318)	--	--	--
Total Agency: CITY PEG PROGRAM	**(377)**	**(7,044)**	**(33,817)**	**(26,781)**	**(26,645)**	**(26,671)**

*As of 6/30/11

Department of Parks and Recreation

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
Asset Management System (AMPs) Maintenance Funding for costs associated with the service contract required to maintain the Department of Parks and Recreation's new Asset Management System (AMPs).	--	245	245	245	245	245
Floating Pool OTPS and PS Funding for operational costs and costs to move and dock the floating pool.	--	635	635	635	635	635
High Line Elevator Maintenance Contract Service contract required to maintain one High Line elevator.	--	30	30	30	30	30
Five Boro Shops Funding needed to relocate the Five Boro Shops from below the Triborough Bridge.	--	100	--	--	--	--
Emergency Pruning Costs associated with addressing the severe storm damage sustained by the trees in Central Park.	--	100	--	--	--	--
Projected FY 2010 PS Deficit Funding to cover a projected PS shortfall resulting from lower than anticipated attrition.	--	4,499	--	--	--	--
PlaNYC Hiring Delay - Fringe Fringe associated with Parks' delay of hiring 88 new full-time and 11 new seasonal employees from FY 2011 until FY 2012 in conjunction with the revised timetable for construction of PlaNYC Regional Parks and Greenstreets.	--	--	1,352	--	--	--
Seasonal Hiring Delay - Fringe Fringe associated with the delay of hiring of selected seasonal positions for FY 2011.	--	--	33	--	--	--

*As of 6/30/11

Department of Parks and Recreation

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
Trade Titles Annuity Annuities for Trade Titles	--	250	250	250	250	250
Managers and OJ CB City Collective Bargaining for City funded Managers and OJs.	--	1,458	1,458	1,458	1,458	1,458
Million Trees NYC Apprenticeship Center for Economic Opportunity funded Million Trees NYC Apprenticeship Program.	--	--	250	--	--	--
FY 2011 100% Hiring Freeze - Fringe Fringe associated with Parks continuing a full hiring freeze in FY 2011.	--	--	814	231	225	238
Close 4 Pools and Shorten Outdoor Pool Season - Fringe Fringe associated with closing all outdoor city pools two weeks early. In addition, 4 pools throughout the city will be closed for the entire season.	--	--	102	102	102	102
Restructure Parks Job Training Participant Program Offset Technical adjustment associated with restructuring the Parks Job Training Participant Program, which is intra-City funded with HRA.	--	4,596	--	--	--	--
Headcount Reduction - Fringe Fringe for the Department of Parks and Recreation's headcount reduction through managed retirement. Savings not achieved through this retirement initiative will be made-up through layoffs.	--	--	2,339	2,907	3,045	3,218

*As of 6/30/11

Department of Parks and Recreation

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
Restructure Parks Job Training Participant Program Offset Technical adjustment associated with restructuring the Parks Job Training Participant Program, which is intra-City funded with HRA.	--	--	10,428	10,428	10,428	10,428
FY 10 MN 1 Mem Items Realign	--	199	--	--	--	--
Budget Headcount Mods From 12/14/2009 to 1/4/2010	15	--	--	--	--	--
Budget Headcount Mods From 1/5/2010 to1/18/2010	7	--	--	--	--	--
Total Agency: Expenditure Increases/Re-estimates	**22**	**12,112**	**17,936**	**16,286**	**16,418**	**16,604**

*As of 6/30/11

AGENCY FIVE YEAR SUMMARY PROGRAM

New York Research Library

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Dollars			*(City Funds in 000's)*		
Baseline Per Adopted Plan - 6/18/2009	$6,973	$21,145	$21,145	$21,145	$21,145
PEG Program	(1,124)	(1,692)	(1,692)	(1,692)	(1,692)
Financial Plan of 1/28/2010	**$5,849**	**$19,453**	**$19,453**	**$19,453**	**$19,453**

CITY PEG PROGRAM

New York Research Library

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
FY11 January Plan PEG 4% reduction to FY10; 8% reduction to the out years.	--	(1,124)	(1,692)	(1,692)	(1,692)	(1,692)
Total Agency: CITY PEG PROGRAM	**--**	**(1,124)**	**(1,692)**	**(1,692)**	**(1,692)**	**(1,692)**

*As of 6/30/11

AGENCY FIVE YEAR SUMMARY PROGRAM

New York Public Library

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Dollars			*(City Funds in 000's)*		
Baseline Per Adopted Plan - 6/18/2009	$21,595	$102,451	$102,451	$102,451	$102,451
PEG Program	(4,743)	(8,203)	(8,203)	(8,203)	(8,203)
Expenditure Increases / Re-estimates	15	265	-	-	-
Financial Plan of 1/28/2010	**$16,867**	**$94,513**	**$94,248**	**$94,248**	**$94,248**

CITY PEG PROGRAM

New York Public Library

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
FY 11 January Plan PEG 4% reduction to FY10, 8% reduction to the out years.	--	(4,743)	(8,203)	(8,203)	(8,203)	(8,203)
Total Agency: CITY PEG PROGRAM	**--**	**(4,743)**	**(8,203)**	**(8,203)**	**(8,203)**	**(8,203)**

*As of 6/30/11

Expenditure Increases/Re-estimates

New York Public Library

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
Increase in CEO Funding for FY10 Each library system is receiving an additional $15K for Federal TANF (Temporary Aid for Needy Families) program subsidized jobs in library Adult Literacy initiatives. These funds are being reallocated from CUNY.	--	15	--	--	--	--
CEO Funding Allocation to FY11 Each library system will receive $265K in CEO funding for FY11.	--	--	265	--	--	--
Total Agency: Expenditure Increases/Re-estimates	**--**	**15**	**265**	**--**	**--**	**--**

*As of 6/30/11

AGENCY FIVE YEAR SUMMARY PROGRAM

Brooklyn Public Library

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Dollars			*(City Funds in 000's)*		
Baseline Per Adopted Plan - 6/18/2009	$15,003	$76,935	$76,935	$76,935	$76,935
PEG Program	(3,561)	(6,161)	(6,161)	(6,161)	(6,161)
Expenditure Increases / Re-estimates	15	265	-	-	-
Financial Plan of 1/28/2010	**$11,457**	**$71,039**	**$70,774**	**$70,774**	**$70,774**

Brooklyn Public Library

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
FY 11 January Plan PEG 4% reduction to FY10, 8% reduction to the out years.	--	(3,561)	(6,161)	(6,161)	(6,161)	(6,161)
Total Agency: CITY PEG PROGRAM	**--**	**(3,561)**	**(6,161)**	**(6,161)**	**(6,161)**	**(6,161)**

***As of 6/30/11**

Brooklyn Public Library

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
Increase in CEO Funding for FY10 Each library system is receiving an additional $15K for Federal TANF (Temporary Aid for Needy Families) program subsidized jobs in library Adult Literacy initiatives. These funds are being reallocated from CUNY.	--	15	--	--	--	--
CEO Funding Allocation to FY11 Each library system will receive $265K in CEO funding for FY11.	--	--	265	--	--	--
Total Agency: Expenditure Increases/Re-estimates	**--**	**15**	**265**	**--**	**--**	**--**

*As of 6/30/11

AGENCY FIVE YEAR SUMMARY PROGRAM

Queens Borough Public Library

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Dollars		*(City Funds in 000's)*			
Baseline Per Adopted Plan - 6/18/2009	$14,723	$75,065	$75,065	$75,065	$75,065
PEG Program	(3,489)	(6,010)	(6,010)	(6,010)	(6,010)
Expenditure Increases / Re-estimates	15	265	-	-	-
Financial Plan of 1/28/2010	**$11,249**	**$69,320**	**$69,055**	**$69,055**	**$69,055**

Queens Borough Public Library

Description	City Personnel*	(City Funds in 000's)				
		2010	2011	2012	2013	2014
FY 11 January Plan PEG 4% reduction to FY10, 8% reduction to the out years.	--	(3,489)	(6,010)	(6,010)	(6,010)	(6,010)
Total Agency: CITY PEG PROGRAM	**--**	**(3,489)**	**(6,010)**	**(6,010)**	**(6,010)**	**(6,010)**

*As of 6/30/11

Queens Borough Public Library

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
Increase in CEO Funding for FY10 Each library system is receiving an additional $15K for Federal TANF (Temporary Aid for Needy Families) program subsidized jobs in library Adult Literacy initiatives. These funds are being reallocated from CUNY.	--	15	--	--	--	--
CEO Funding Allocation to FY11 Each library system will receive $265K in CEO funding for FY11.	--	--	265	--	--	--
Total Agency: Expenditure Increases/Re-estimates	**--**	**15**	**265**	**--**	**--**	**--**

*As of 6/30/11

AGENCY FIVE YEAR SUMMARY PROGRAM

Department of Cultural Affairs

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Dollars			*(City Funds in 000's)*		
Baseline Per Adopted Plan - 6/18/2009	$158,351	$130,517	$130,517	$130,517	$130,517
PEG Program	(6,367)	(10,512)	(10,512)	(10,512)	(10,512)
Expenditure Increases / Re-estimates	(13)	124	124	124	124
Financial Plan of 1/28/2010	**$151,971**	**$120,129**	**$120,129**	**$120,129**	**$120,129**
Headcount					
Baseline Per Adopted Plan - 6/18/2009	45	45	45	45	45
Financial Plan of 1/28/2010	**45**	**45**	**45**	**45**	**45**

Department of Cultural Affairs

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
FY11 January Plan PEG 4% reduction to FY10, 8% reduction to the out years.	--	(6,367)	(10,512)	(10,512)	(10,512)	(10,512)
Total Agency: CITY PEG PROGRAM	**--**	**(6,367)**	**(10,512)**	**(10,512)**	**(10,512)**	**(10,512)**

*As of 6/30/11

Department of Cultural Affairs

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
Collective Bargaining Increase for DCA Managers Collective bargaining increase for managerial titles at DCA.	--	124	124	124	124	124
FY 10 MN 1 Mem Items Realign	--	(137)	--	--	--	--
Total Agency: Expenditure Increases/Re-estimates	**--**	**(13)**	**124**	**124**	**124**	**124**

*As of 6/30/11

AGENCY FIVE YEAR SUMMARY PROGRAM

Department of Citywide Administrative Services

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Dollars			*(City Funds in 000's)*		
Baseline Per Adopted Plan - 6/18/2009	$223,616	$228,261	$224,891	$231,360	$231,360
PEG Program	(17,749)	(18,480)	(15,179)	(15,179)	(15,179)
Less PEG Program Reflected in Revenue Budget	11,172	11,392	10,966	10,966	10,966
Expenditure Increases / Re-estimates	14,595	13,866	12,581	12,581	12,581
Financial Plan of 1/28/2010	**$231,634**	**$235,039**	**$233,259**	**$239,728**	**$239,728**
Headcount			*(City Funded)*		
Baseline Per Adopted Plan - 6/18/2009	1,350	1,366	1,271	1,271	1,271
PEG Program	(16)	(16)	-	-	-
Expenditure Increases / Re-estimates	3	3	3	3	3
Financial Plan of 1/28/2010	**1,337**	**1,353**	**1,274**	**1,274**	**1,274**

Department of Citywide Administrative Services

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
Additional BSA Filing Fee Revenue Due to current application activity, BSA will generate additional filing revenue.	--	(95)	(191)	(191)	(191)	(191)
Additional ECB Fine Revenue OATH will generate additional fine revenue from an increase in case processing and adjudications at the Environmental Control Board.	--	(1,061)	(2,172)	(2,172)	(2,172)	(2,172)
Court Reimbursement DCAS will recognize additional revenue from court maintenance reimbursement.	--	(5,645)	--	--	--	--
Additional Commercial Rent Revenue DCAS will generate additional rent revenue from hotel leases and various commercial agreements.	--	(3,717)	(8,603)	(8,603)	(8,603)	(8,603)
Additional Revenue from Salvage Sales Due to an increase in salvage sales of automotive vehicles, DCAS will generate additional auction revenue.	--	(654)	(426)	--	--	--
Funding Shift: PlaNYC to ARRA 16 City funded PlaNYC positions are now being funded by ARRA.	(16)	(1,864)	(1,875)	--	--	--
Appellate Court Leases Funding Shift The New York State Office of Court Administration is now reimbursing the leased space costs for Court of Appeals judges.	--	(613)	(613)	(613)	(613)	(613)
Lease Audits DCAS will conduct additional audits of leased properties estimated to yield $1.0 million.	--	(1,000)	(1,000)	--	--	--

*As of 6/30/11

Department of Citywide Administrative Services

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
Energy Savings Energy savings associated with completed energy efficiency projects.	--	(500)	(1,000)	(1,000)	(1,000)	(1,000)
Court Construction Interest Revenue DCAS will collect additional revenue from interest on debt issued for court construction projects.	--	(2,600)	(2,600)	(2,600)	(2,600)	(2,600)
Total Agency: CITY PEG PROGRAM	**(16)**	**(17,749)**	**(18,480)**	**(15,179)**	**(15,179)**	**(15,179)**

*As of 6/30/11

Department of Citywide Administrative Services

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
Security Guards Rate Increases Contractual rate increases effective 7/1/09 for unarmed guards.	--	3,635	3,827	3,827	3,827	3,827
Mandated Elevator Inspections and Tests (Local Law 33) NYC Building Code (Local Law 33 of 2007 Article 304) now requires a third party licensed private elevator inspection agency.	--	957	957	957	957	957
Mandated Exit Signs (Local Law 26) DCAS will upgrade, replace, and install new LED exit signs in 48 DCAS-managed buildings to comply with Local Law 26.	--	1,206	128	128	128	128
OATH/ECB PS Shortfall Environmental Control Board fine revenue from the Office of Administrative Trials and Hearings will offset the costs associated with additional Administrative Law Judge hours and three new administrative positions.	3	1,708	1,708	1,708	1,708	1,708
Fire Alarm Maintenance Contracts Funding for the increase in maintenance contracts due to the prevailing wage increase.	--	545	545	545	545	545
H1N1 Supplies Funding for H1N1 related purchases.	--	500	--	--	--	--
Lease Audits Offset DCAS anticipates savings of $1.0 million from lease audits for both FY'10 and FY'11. This initiative offsets the reduction to the DCAS lease code.	--	1,000	1,000	--	--	--

*As of 6/30/11

Department of Citywide Administrative Services

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
Collective Bargaining Adjustment for Managers and OJs (City) Collective bargaining increases for managerial and original jurisdiction employees (City).	--	1,754	1,754	1,754	1,754	1,754
Collective Bargaining Adjustment for CWA Administrative Managers (City) Collective bargaining increases for CWA Administrative Managers (City).	--	62	62	62	62	62
NYCertified with DCAS and the Mayor's Office In partnership with NYC Service, DCAS, the Mayor's Office of Immigrant Affairs, and the Mayor's Office of Operations will recruit, test, and train City employees who volunteer their language skills to City translation and interpretation requests.	--	220	--	--	--	--
Fringe Offset for Funding Shift Fringe offset associated with sixteen City-funded PlaNYC positions that are now being funded by ARRA.	--	273	285	--	--	--
Energy Savings Adjustment Energy savings adjustment to offset energy savings PEG.	--	500	1,000	1,000	1,000	1,000
Court Construction Interest Revenue Offset This offset is associated with the additional revenue that DCAS will collect from interest on debt issued for court construction projects.	--	2,600	2,600	2,600	2,600	2,600
Lease Adjustment Lease Adjustment	--	(365)	--	--	--	--
Total Agency: Expenditure Increases/Re-estimates	**3**	**14,595**	**13,866**	**12,581**	**12,581**	**12,581**

*As of 6/30/11

AGENCY FIVE YEAR SUMMARY PROGRAM

Department of Education

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Dollars			*(City Funds in 000's)*		
Baseline Per Adopted Plan - 6/18/2009	$7,374,935	$7,909,445	$7,924,904	$8,054,550	$8,054,550
PEG Program	(113,182)	(316,824)	(316,825)	(316,823)	(316,823)
Expenditure Increases / Re-estimates	49,658	128,267	192,149	246,194	550,232
Financial Plan of 1/28/2010	**$7,311,411**	**$7,720,888**	**$7,800,228**	**$7,983,921**	**$8,287,959**
Headcount			*(City Funded)*		
Baseline Per Adopted Plan - 6/18/2009	80,500 P	80,486 P	80,827 P	90,601 P	90,601 P
	8,363 C	7,907 C	7,904 C	7,904 C	7,904 C
Expenditure Increases / Re-estimates	1,835 P	1,834 P	1,834 P	1,834 P	1,834 P
Financial Plan of 1/28/2010	**82,335 P**	**82,320 P**	**82,661 P**	**92,435 P**	**92,435 P**
	8,363 C	**7,907 C**	**7,904 C**	**7,904 C**	**7,904 C**

C = Civilian P = Pedagogical

Department of Education

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
Reduce Managerial Raises The OJ & Mng. raise will be reduced from a 4%-4% to a 2% -2% for salaries $70k and below and capped at $2,828 for salaries over $70k. For retro increase, DOE's FY10 budget will be increased by the backpay savings amount, to be offset with an increase in PY payable write-downs.	--	(12,000)	(6,232)	(6,232)	(6,232)	(6,232)
CEO-Funded Program Reduction in supplies (CEO).	--	(240)	--	--	--	--
UFT CB Recalculation - City If the UFT contract is finalized with salary increases at 2% and 2% effective 11/1/09 and 11/1/10, capped at $2,828, the savings from the CB reserve will be credited to DOE.	--	(71,298)	(160,825)	(179,071)	(179,714)	(179,714)
CSA CB Recalculation - City If the CSA contract is finalized with salary increases at 2% and 2% effective 03/6/10 and 03/6/11, capped at $2,828, the savings from the CB reserve will be credited to DOE.	--	(1,116)	(11,087)	(20,307)	(20,543)	(20,543)
UFT CB Recalculation - State If the UFT contract is finalized with salary increases at 2% and 2% effective 11/1/09 and 11/1/10, capped at $2,828, the savings from the CB reserve will be credited to DOE.	--	(47,532)	(107,217)	(119,381)	(119,809)	(119,809)
CSA CB Recalculation - State If the CSA contract is finalized with salary increases at 2% and 2% effective 03/6/10 and 03/6/11, capped at $2,828, the savings from the CB reserve will be credited to DOE.	--	(744)	(7,391)	(13,538)	(13,696)	(13,696)
UFT CB Recalculation - Federal If the UFT contract is finalized with salary increases at 2% and 2% effective 11/1/09 and 11/1/10, capped at $2,828, the savings from the CB reserve will be credited to DOE.	--	(26,510)	(59,798)	(66,582)	(66,821)	(66,821)

*As of 6/30/11

CITY PEG PROGRAM

Department of Education

Description	City Personnel*	(City Funds in 000's)				
		2010	2011	2012	2013	2014
CSA CB Recalculation - Federal If the CSA contract is finalized with salary increases at 2% and 2% effective 03/6/10 and 03/6/11, capped at $2,828, the savings from the CB reserve will be credited to DOE.	--	(415)	(4,122)	(7,550)	(7,638)	(7,638)
UFT CB Recalculation - Pension Represents PEG credit.	--	--	--	(43,840)	(90,245)	(92,356)
CSA CB Recalculation - Pension Represents PEG credit.	--	--	--	(5,271)	(10,804)	(11,000)
Savings from CB Recalculations Surplus CB savings will fund increases in costs for students with disabilities.	--	46,673	39,848	144,947	198,679	200,986
Total Agency: CITY PEG PROGRAM	**--**	**(113,182)**	**(316,824)**	**(316,825)**	**(316,823)**	**(316,823)**

*As of 6/30/11

Department of Education

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
HIP HMO Rate Increase Funds rate increase in health benefits for actives and retirees	--	3,499	24,093	24,966	26,746	30,031
CEO-CUNY Catch Program Transfers funding for the Model Education: CUNY Catch program (a CEO program) from DOE to CUNY.	--	(150)	--	--	--	--
FIT Collective Bargaining Funds collective bargaining for FIT employees.	--	7,348	7,427	7,427	7,427	7,427
School Safety NYPD CB Funding Funds CB for school safety managers/OJs.	--	28	28	28	28	28
School Safety CB Transfer Funds CB for School Safety managers	--	2	2	2	2	2
UFT/CSA CB-CTL for Federal Portion Funds the Federal component of Round 2008 CB for UFT and CSA at a 4%-4% pattern.	--	49,584	114,234	129,080	129,407	129,407
CEO - LPN Career Ladder Initiative for the LPN Career Ladder program (CEO).	--	--	648	--	--	--
CEO-CUNY Catch Program Transfers funding for the Model Education: CUNY Catch program (a CEO program) from DOC to DOE.	--	--	300	--	--	--
Funds UFT and CSA Pension Savings Funds savings associated with pension due to UFT and CSA salary at 2%-2% instead of 4%-4% for salaries $70k and below and capped at $2,828 for salaries over $70k. DOE will receive PEG credit for this savings.	--	--	--	49,111	101,049	103,356

*As of 6/30/11

Expenditure Increases/Re-estimates

Department of Education

Description	City Personnel*	(City Funds in 000's)				
		2010	2011	2012	2013	2014
Longevity and Differentials This initiative represents FY14 increments.	--	--	--	--	--	12,000
Fringe FY14 Allocation Funds fringe in FY14.	--	--	--	--	--	146,000
Special Ed Pre-K FY14 This initiative represents FY14 increments for special education pre-k.	--	--	--	--	--	33,851
Contract Schools and Charter Schools FY14 This initiative represents FY14 increments for In-State Contract Schools and Charter Schools.	--	--	--	--	--	106,595
CB Backpay Adjustment Gives credit to the DOE for forgoing the backpay component of managerial raises, to be offset with an increase in prior year payable write-downs.	--	5,768	--	--	--	--
Health Benefits Agreement of 2009 Savings. Reflects the savings associated with the Health Benefits Agreement.	--	(17,669)	(18,465)	(18,465)	(18,465)	(18,465)
Technical Headcount Adjustment This initiative implements a technical headcount adjustment.	1,834 P	--	--	--	--	--
FY 10 MN 1 Mem Items Realign	--	1,248	--	--	--	--
Total Agency: Expenditure Increases/Re-estimates	**1,834 P**	**49,658**	**128,267**	**192,149**	**246,194**	**550,232**

*As of 6/30/11

AGENCY FIVE YEAR SUMMARY PROGRAM

City University

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Dollars			*(City Funds in 000's)*		
Baseline Per Adopted Plan - 6/18/2009	$469,377	$425,530	$427,275	$427,386	$427,386
PEG Program	(9,463)	(15,416)	(15,416)	(15,416)	(15,416)
Expenditure Increases / Re-estimates	64,095	78,699	63,791	63,849	63,912
Financial Plan of 1/28/2010	**$524,009**	**$488,813**	**$475,650**	**$475,819**	**$475,882**
Headcount			*(City Funded)*		
Baseline Per Adopted Plan - 6/18/2009	2,656 P	2,656 P	2,656 P	2,656 P	2,656 P
	1,614 C	1,475 C	1,475 C	1,475 C	1,475 C
PEG Program	-	(17) P	(17) P	(17) P	(17) P
	(12) C	(43) C	(43) C	(43) C	(43) C
Financial Plan of 1/28/2010	**2,656 P**	**2,639 P**	**2,639 P**	**2,639 P**	**2,639 P**
	1,602 C	**1,432 C**	**1,432 C**	**1,432 C**	**1,432 C**

C = Civilian P = Pedagogical

CITY PEG PROGRAM

City University

Description	City Personnel*	(City Funds in 000's)				
		2010	2011	2012	2013	2014
General Administration Reduction in general administration.	(3) C	(658)	(891)	(891)	(891)	(891)
Maintenance and Operations Reduction of maintenance and operations OTPS and PS costs.	(21) C	(1,385)	(1,959)	(1,959)	(1,959)	(1,959)
General Institutional Services Reduction in institutional and departmental research PS and OTPS costs.	(19) C	(1,913)	(2,875)	(2,875)	(2,875)	(2,875)
External & Public Services Reduction in external and public services.	--	(273)	(282)	(282)	(282)	(282)
Student Services Reduction of student services.	(6) P	(1,119)	(1,872)	(1,872)	(1,872)	(1,872)
Library/Organized Activities Reduction of library and organizied activies.	--	(217)	(474)	(474)	(474)	(474)
Institutional and Departmental Research Reduction to institutional and departmental research PS and OTPS costs.	(11) P	(3,778)	(7,063)	(7,063)	(7,063)	(7,063)
Civic Justice Corps PEG Reallocated to TANF sub jobs: $75k to CUNY Prep; $45k to library literacy sub jobs	--	(120)	--	--	--	--
Total Agency: CITY PEG PROGRAM	**(17) P** **(43) C**	**(9,463)**	**(15,416)**	**(15,416)**	**(15,416)**	**(15,416)**

C = Civilian P = Pedagogical

***As of 6/30/11**

City University

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
CC HIP HMO Rate Increase Community College Active and Retiree HIP HMO Rate Increase	--	--	636	683	741	804
CC Health Benefits Agreement CC Health Benefits Agreement of 2009 Savings for Actives and Retirees	--	(537)	(563)	(563)	(563)	(563)
CUNY ASAP CUNY ASAP	--	--	6,800	--	--	--
Civic Justice Corps Civic Justice Corps	--	--	3,500	--	--	--
New Re-Entry Programming New Re-Entry Programming	--	--	480	--	--	--
Jobs Plus Jobs Plus	--	--	600	--	--	--
CUNY Catch (CEO Program). CUNY Catch (CEO Program).	--	150	--	--	--	--
CUNY Prep Reallocation. $75k reallocated from Civic Justice Corps to CUNY Prep program for TANF subsidized jobs.	--	75	--	--	--	--
CUNY Prep FY11. CUNY Prep provides continued funding to help high school dropouts obtain their high school diplomas and provides college preparatory instruction.	--	--	3,575	--	--	--

*As of 6/30/11

City University

Description	City Personnel*	(City Funds in 000's)				
		2010	2011	2012	2013	2014
Community College Tuition Adjustment. Community College Tuition Adjustment.	--	54,471	54,471	54,471	54,471	54,471
Community College IT Fees Adjustment. Community College IT Fees Adjustment.	--	5,400	5,400	5,400	5,400	5,400
Community College ACE Fees Adjustments. Community College ACE Fees Adjustments.	--	3,800	3,800	3,800	3,800	3,800
FY 10 MN 1 Mem Items Realign	--	736	--	--	--	--
Total Agency: Expenditure Increases/Re-estimates	**--**	**64,095**	**78,699**	**63,791**	**63,849**	**63,912**

*As of 6/30/11

AGENCY FIVE YEAR SUMMARY PROGRAM

Health and Hospitals Corporation

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Dollars			*(City Funds in 000's)*		
Baseline Per Adopted Plan - 6/18/2009	$2,016	$85,948	$86,045	$86,116	$86,116
PEG Program	(3,438)	(8,209)	(8,217)	(8,223)	(2,881)
Less PEG Program Reflected in Revenue Budget	3,438	8,209	8,217	8,223	2,881
Expenditure Increases / Re-estimates	(20)	1,450	27,000	27,000	27,000
Financial Plan of 1/28/2010	**$1,996**	**$87,398**	**$113,045**	**$113,116**	**$113,116**

Health and Hospitals Corporation

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
Reimbursement for Debt Service The City's debt service for HHC's capital projects has been re-estimated. Therefore, HHC will increase its reimbursement to the City.	--	(3,438)	(8,209)	(8,217)	(8,223)	(2,881)
Total Agency: CITY PEG PROGRAM	**--**	**(3,438)**	**(8,209)**	**(8,217)**	**(8,223)**	**(2,881)**

*As of 6/30/11

Expenditure Increases/Re-estimates

Health and Hospitals Corporation

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
CEO: HHC Career Ladder Program A training and apprenticeship program for Registered Nurses and Licensed Practical Nurses to be hired by HHC upon credentialing. Program will be run by HHC in partnership with CUNY at Kings County Hospital.	--	--	1,450	--	--	--
HHC Subsidy HHC subsidy increase.	--	--	--	27,000	27,000	27,000
FY 10 MN 1 Mem Items Realign	--	(20)	--	--	--	--
Total Agency: Expenditure Increases/Re-estimates	**--**	**(20)**	**1,450**	**27,000**	**27,000**	**27,000**

*As of 6/30/11

AGENCY FIVE YEAR SUMMARY PROGRAM

Department for the Aging

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Dollars			*(City Funds in 000's)*		
Baseline Per Adopted Plan - 6/18/2009	$167,500	$122,475	$122,475	$122,475	$122,475
PEG Program	(6,100)	(10,274)	(10,274)	(10,274)	(10,274)
Less PEG Program Reflected in Revenue Budget	1,000	-	-	-	-
Expenditure Increases / Re-estimates	492	378	378	378	378
Financial Plan of 1/28/2010	**$162,892**	**$112,579**	**$112,579**	**$112,579**	**$112,579**
Headcount					
Baseline Per Adopted Plan - 6/18/2009	38	38	38	38	38
Financial Plan of 1/28/2010	**38**	**38**	**38**	**38**	**38**

Department for the Aging

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
Homecare Reorganization Reorganization of homecare services to assess Medicaid eligibility and transfer eligible clients to the HRA homecare program. DFTA will also limit care hours and reduce underutilized contracts.	--	(5,100)	(10,274)	(10,274)	(10,274)	(10,274)
Refunds from Contractors The Department for the Aging captured additional contractor refunds from unexpended account balances.	--	(1,000)	--	--	--	--
Total Agency: CITY PEG PROGRAM	**--**	**(6,100)**	**(10,274)**	**(10,274)**	**(10,274)**	**(10,274)**

*As of 6/30/11

Expenditure Increases/Re-estimates

Department for the Aging

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
Collective Bargaining - Managers and OJs	--	378	378	378	378	378
FY 10 MN 1 Mem Items Realign	--	94	--	--	--	--
Lease Adjustment Lease Adjustment	--	20	--	--	--	--
Total Agency: Expenditure Increases/Re-estimates	**--**	**492**	**378**	**378**	**378**	**378**

*As of 6/30/11

AGENCY FIVE YEAR SUMMARY PROGRAM

Department of Small Business Services

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Dollars			*(City Funds in 000's)*		
Baseline Per Adopted Plan - 6/18/2009	$82,093	$43,391	$41,762	$37,333	$37,333
PEG Program	(3,597)	(4,870)	(5,010)	(5,133)	(5,509)
Less PEG Program Reflected in Revenue Budget	295	2,102	2,102	2,427	2,427
Expenditure Increases / Re-estimates	2,258	12,689	4,487	6,490	3,024
Financial Plan of 1/28/2010	**$81,049**	**$53,312**	**$43,341**	**$41,117**	**$37,275**
Headcount			*(City Funded)*		
Baseline Per Adopted Plan - 6/18/2009	127	109	109	109	109
PEG Program	(2)	(10)	(10)	(10)	(10)
Expenditure Increases / Re-estimates	4	19	4	4	4
Financial Plan of 1/28/2010	**129**	**118**	**103**	**103**	**103**

Department of Small Business Services

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
Downtown Brooklyn Partnership Contract Reduction The contract with the Downtown Brooklyn Partnership is being reduced by 4% in FY10 only, which is the last year of the contract for City funding.	--	(33)	--	--	--	--
Increase in Contractual Payments The Economic Development Corporation will increase its contractual payment to the City in FY 2010 and in the out years.	--	(295)	(2,102)	(2,102)	(2,427)	(2,427)
NYC & Company Contract Reduction NYC & Co. will achieve its target through the reduction of seven full time positions and reducing International Tourism Development in two markets.	--	(286)	(718)	(814)	(960)	(1,327)
SBS Savings Generated from Construction Commission Savings are being generated from the delayed implementation of this program.	--	(430)	--	--	--	--
City Council Funds - Current Year Reduction City Council Funds 4% PEG	--	(263)	--	--	--	--
EDC Expense Reduction EDC - Expense PEG for waterfront inspections, Coney Island Dev Corp, and Underground Railroad	--	(1,095)	(350)	(350)	(350)	(350)
SBS MOIMB Transfers to WIA SBS is achieving part of its PEG in FY11-14 by transfering two positions in the Mayor's Office of Industrial and Manufacturing Businesses (MOIMB) to WIA eligible units. One position will move to the Executive Division and another to the Workforce Development Division.	(2)	--	(236)	(238)	(239)	(241)

*As of 6/30/11

Department of Small Business Services

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
SBS Transfers from CTL to WIA The Department of Small Business Service will meet part of their PEG in FY11-14 by transfering two city tax-levy funded full time positions, one from Human Resources and one from Procurement, to WIA-eligible departments.	--	--	(56)	(64)	(65)	(65)
Center for Economic Opportunity (CEO) for SBS The Center for Economic Opportunity (CEO) will achieve part of its PEG through the reduction of funding for CEO programs at SBS.	--	(255)	--	--	--	--
SBS Attrition Savings The Department of Small Business Services will meet a portion of its PEG from FY11-14 by the attrition of one full time employee in the Business Development Division.	(1)	--	(28)	(29)	(29)	(29)
SBS Layoffs of Four Positions SBS will achieve part of his PEG in FY11-14 through layoffs of two full time and two full time equivalent positions. The two full time positions are from the FMA and the DEFO Division and the two full time equivalent positions are both from FMA.	(2)	--	(227)	(260)	(262)	(265)
MOFTB Layoff of One Position The Mayor's Office of Film Theater and Broadcasting will achieve part of its PEG through the layoff of one full time employee.	(1)	(30)	(87)	(88)	(88)	(89)
MOFTB Attrition Savings for One Position The Mayor's Office of Film Theater and Broadcasting will achieve part of its PEG through the attrition of one full time employee.	(1)	(57)	(115)	(116)	(117)	(118)

*As of 6/30/11

Department of Small Business Services

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
SBS Vacancy Reductions of Three Full-Time Positions The Department of Small Business Service will meet part of their PEG in FY11-14 by reducing three full time vacancies, two from the Division of Financial and Economic Opportunity (DEFO) and one from the Division of Strategic Planning.	(3)	--	(146)	(148)	(150)	(152)
Governors Island Preservation and Education Corporation Reduction Governors Island Preservation and Education Corporation (GIPEC) will achieve its PEG target through a 4% reduction in operating funds. Additional capital will be made available to maintain the commitment of 50%/50% funding with the State.	--	(280)	--	--	--	--
EDC Community Court Reduction Pro Rata 4% and 8% reduction in City funding to the Red Hook and Midtown Community Courthouse program.	--	(13)	(26)	(26)	(26)	(26)
Business Promotion and Economic Development Pro rata PEG of 4% in FY10 and 8% in FY11-14.	--	(228)	(420)	(420)	(420)	(420)
PlaNYC/Office of Environmental Remediation Brownfields Fund Reduction Reduction in Brownfields Fund, 4% in FY10, and 8% in Out Years. The PEG for PlaNYC funding at EDC will be taken out of the Brownfields Fund.	--	(332)	(359)	(355)	--	--
Total Agency: CITY PEG PROGRAM	**(10)**	**(3,597)**	**(4,870)**	**(5,010)**	**(5,133)**	**(5,509)**

*As of 6/30/11

Department of Small Business Services

Description	City Personnel*	(City Funds in 000's)				
		2010	2011	2012	2013	2014
East River Ferry Funding Transfer Transfer of funding from DOT to EDC for an East River ferry service pilot.	--	--	880	3,521	3,216	2,039
SBS Collective Bargaining for Managers Collective Bargaining for Managers	--	664	664	664	664	664
SBS CEO FY11 Adjustment The Center for Economic Opportunity's FY11 SBS budget is $10.8 million. This initiative adds funding to Internal Management, Business Solution Training Fund, The Career Advancement Program, Workforce1 Sector Strategy and Employment Works.	15	--	10,883	--	--	--
Credit for fringe benefit savings associated with PS reductions. Credit for fringe benefit savings associated with PS reductions.	--	7	135	174	181	191
Credit for fringe benefit savings associated with PS reduction for transfers. Credit for fringe benefit savings associated with PS reductions for transfer positions.	--	--	15	16	17	18
Tax Levy Offset for ARRA Adjustment Tax Levy Offset for ARRA Adjustment	--	2,890	--	--	--	--
EDC - Greenpoint/Williamsburg Delay EDC - Greenpoint/Williamsburg Delay	--	(1,250)	--	--	2,300	--
MOFTB Additional Position The Mayor's Office of FIlm Theater and Broadcasting (MOFTB) will add one additional full time position.	1	56	112	112	112	112

*As of 6/30/11

Expenditure Increases/Re-estimates

Department of Small Business Services

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
FY 10 MN 1 Mem Items Realign	--	(109)	--	--	--	--
Budget Headcount Mods From 7/1/2009 to 9/10/2009	3	--	--	--	--	--
Total Agency: Expenditure Increases/Re-estimates	**19**	**2,258**	**12,689**	**4,487**	**6,490**	**3,024**

*As of 6/30/11

AGENCY FIVE YEAR SUMMARY PROGRAM

Department of Buildings

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Dollars			*(City Funds in 000's)*		
Baseline Per Adopted Plan - 6/18/2009	$103,461	$91,456	$91,456	$91,456	$91,456
PEG Program	(1,840)	(8,700)	(8,700)	(8,700)	(8,700)
Less PEG Program Reflected in Revenue Budget	1,840	8,700	8,700	8,700	8,700
Expenditure Increases / Re-estimates	2,288	2,354	2,354	2,354	2,371
Financial Plan of 1/28/2010	**$105,749**	**$93,810**	**$93,810**	**$93,810**	**$93,827**
Headcount			*(City Funded)*		
Baseline Per Adopted Plan - 6/18/2009	1,289	1,224	1,224	1,224	1,224
Expenditure Increases / Re-estimates	8	8	8	8	8
Financial Plan of 1/28/2010	**1,297**	**1,232**	**1,232**	**1,232**	**1,232**

Department of Buildings

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
Records Management Fees The Department of Buildings will increase records management fees for scanning and microfilming documents from $35 to $45 for residential and $165 for commercial applications.	--	(1,000)	(5,700)	(5,700)	(5,700)	(5,700)
Low and High Pressure Boiler Application Fees The Department of Buildings will establish new fees for low and high pressure boiler applications.	--	(170)	(500)	(500)	(500)	(500)
Elevator Application Filing Fees The Department of Buildings will generate additional revenue by implementing various elevator application fees.	--	(400)	(1,700)	(1,700)	(1,700)	(1,700)
Facade Application Filing fees The Department of Buildings will institute new facade application fees.	--	(270)	(800)	(800)	(800)	(800)
Total Agency: CITY PEG PROGRAM	**--**	**(1,840)**	**(8,700)**	**(8,700)**	**(8,700)**	**(8,700)**

*As of 6/30/11

Department of Buildings

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
New Concrete Testing Unit DOB will create a new concrete testing and examinations unit to audit the work of private firms to ensure proper testing and procedures.	8	819	885	885	885	902
CWA Collective Bargaining CWA Collective Bargaining	--	168	168	168	168	168
CB-Managers/OJ Managers/OJ-Salary Increase	--	1,301	1,301	1,301	1,301	1,301
Total Agency: Expenditure Increases/Re-estimates	**8**	**2,288**	**2,354**	**2,354**	**2,354**	**2,371**

*As of 6/30/11

AGENCY FIVE YEAR SUMMARY PROGRAM

Department of Environmental Protection

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Dollars			*(City Funds in 000's)*		
Baseline Per Adopted Plan - 6/18/2009	$966,069	$906,373	$906,195	$905,833	$905,833
PEG Program	(737)	(1,389)	(1,393)	(1,397)	(1,402)
Less PEG Program Reflected in Revenue Budget	359	808	808	808	808
Expenditure Increases / Re-estimates	2,151	2,190	2,194	2,198	2,203
Financial Plan of 1/28/2010	**$967,842**	**$907,982**	**$907,804**	**$907,442**	**$907,442**
Headcount			*(City Funded)*		
Baseline Per Adopted Plan - 6/18/2009	214	214	214	214	214
PEG Program	(5)	(5)	(5)	(5)	(5)
Financial Plan of 1/28/2010	**209**	**209**	**209**	**209**	**209**

Department of Environmental Protection

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
Additional Revenue from Hydroelectric Program The Department of Environmental Protection will realize additional hydroelectric revenue from its agreement with the New York Power Authority.	--	(475)	(400)	(400)	(400)	(400)
Additional Upstate Rentals Revenue As a result of improvements to the billing system, DEP will generate additional revenue.	--	--	(369)	(369)	(369)	(369)
Fee Revenue from the Environmental Designation Program DEP will establish new fees for the review of technical documents required for the Environmental Designation Program. This program provides expert assistance with the rezoning requirements to facilitate the development of contaminated brownfield properties.	--	(29)	(100)	(100)	(100)	(100)
Reduction to Landfill Remediation Program Landfills has consistently underspent its budget over the last few years.	--	(233)	(287)	(287)	(287)	(287)
Reduction to the A-TRU Program Due to a lower amount of Asbestos Technical Review permit activity, DEP will realize less fee revenue and eliminate corresponding positions within the A-TRU Program.	(5)	--	(233)	(237)	(241)	(246)
Total Agency: CITY PEG PROGRAM	**(5)**	**(737)**	**(1,389)**	**(1,393)**	**(1,397)**	**(1,402)**

*As of 6/30/11

Department of Environmental Protection

Description	City Personnel*	(City Funds in 000's) 2010	2011	2012	2013	2014
Collective Bargaining - Managers and OJs Collective Bargaining Agreement for managers and original jurisdiction employees.	--	2,077	2,077	2,077	2,077	2,077
CB CWA Administrative Managers Collective bargaining settlement for CWA Administrative Managers.	--	38	38	38	38	38
Asbestos A-TRU Program Asbestos A-TRU Program Fringe Benefit Offset.	--	36	75	79	83	88
Total Agency: Expenditure Increases/Re-estimates	**--**	**2,151**	**2,190**	**2,194**	**2,198**	**2,203**

*As of 6/30/11

Revenue Program

Description	(City Funds in 000's) 2010	2011	2012	2013	2014
Tax Revenue					
The City will realize additional tax revenues from the Waterside development based on the property's revised assessment value.	0	1,679	1,851	2,023	2,196
The City will realize additional revenue from the Starrett City development due to an increase in shelter rent payments related to rising building income.	751	751	751	751	751
The City will realize additional tax revenue from the University Gardens development due to a reassessment of the property's exemption status.	326	433	433	433	433
The Department of Finance will hire 29 additional auditors to focus on a variety of tax return types to increase City audit revenues by $8 million in FY 2010 and $16 million annually thereafter.	8,000	16,000	16,000	16,000	16,000
The Department of Finance will participate in the SSN/EIN bank initiative by piggy-backing on a New York State contract to locate assets that could be made available to satisfy judgment debts amounting to $1.6 million in FY 2010.	1,620	0	0	0	0
Sub Total: Tax Revenue	**10,696**	**18,862**	**19,034**	**19,206**	**19,379**

Description	(City Funds in 000's) 2010	2011	2012	2013	2014
Miscellaneous Revenue					
The Office of Management and Budget will review dormant escrow accounts and realize additional revenue from funds available for use.	2,918	0	0	0	0
The Office of Special Enforcement will collect settlement revenue associated with enforcement efforts on adult use locations, illegal clubs, trademark counterfeiting bazaars, and illegal conversions of apartment buildings into hotels.	580	580	180	180	180
The Mayor's Office of Contract Services will implement a fee for processing and reviewing Vendex applications from vendors conducting business with the City.	0	1,650	1,650	1,650	1,650
The City has realized additional revenue from recent audits conducted by the Comptroller's Office.	591	0	0	0	0
The Water Board will reimburse the City for costs related to expert services for the prosecution of companies for contaminating the City's groundwater well system with chemical methyl tertiary butyl ether.	4,427	0	0	0	0
The Law Department will facilitate the disposition of a city street in Manhattan in FY 2010.	8,037	0	0	0	0
The Department of City Planning will generate additional revenue from the sale of a new updated and revised Zoning Resolution. Sales revenue will be partially offset by the publishing costs.	0	477	318	0	0
The Department of Investigation has collected additional one time revenues in connection with investigations conducted.	948	0	0	0	0

Description	(City Funds in 000's) 2010	2011	2012	2013	2014
Miscellaneous Revenue					
The New York City Police Department has received reimbursement for administrative costs associated with the assignment of police officers to private duty work.	900	0	0	0	0
The Fire Department will institute a repeat violator program for defective and unwarranted alarms that occur on three or more occasions. The revenue will be partially offset by the cost of administering the program.	0	2,220	2,220	2,220	2,220
Additional revenue is the result of an increase in marriage ceremonies and record searches performed at the Office of the City Clerk.	100	100	100	100	100
The City Clerk will generate additional revenue from lobbyist penalties and fines.	200	150	150	150	150
The Department for the Aging captured contractor refunds from unexpended account balances.	1,000	0	0	0	0
The Financial Information Services Agency will generate additional revenue by charging a new $3.50 fee for each paper check printed and mailed from the City's Financial Management System.	0	1,575	1,575	1,575	1,575
The Office of Payroll Administration has realized additional revenue from a one time FICA refund interest payment from the IRS.	1,056	0	0	0	0
Both the Office of Payroll Administration and the Financial Information Services Agency will collect additional revenue from fees charged to process the payrolls of several covered organizations.	0	810	0	0	0

Description	(City Funds in 000's)				
	2010	2011	2012	2013	2014
Miscellaneous Revenue					
The Office of Payroll Administration has collected revenue from a 2004 Line of Duty Injury claim reimbursement filed on behalf of the Department of Education.	524	0	0	0	0
The Landmarks Preservation Commission will undertake efforts to sell and relinquish both its warehouse and related contents.	0	200	0	0	0
The Taxi and Limousine Commission will realize additional revenue by implementing and issuing new administrative fines that were promulgated as part of the Rules Revision Project. The revenue will be offset by the cost of implementing the program.	1,864	3,400	0	0	0
The Conflicts of Interest Board will increase collection of enforcement fines.	52	25	25	25	25
The Department of Probation will establish new fees for court ordered investigations and the supervision of certain clients.	0	1,019	1,019	1,019	1,019
The Economic Development Corporation will increase its contractual payment to the City in FY 2010 and in the out years.	295	2,102	2,102	2,427	2,427
The Department of Housing Preservation & Development will increase lease charges on City-owned land used as parking lots.	36	74	76	217	217
The Department of Buildings will increase records management fees for scanning and microfilming documents from $35 to $45 for residential and $165 for commercial applications.	1,000	5,700	5,700	5,700	5,700
The Department of Buildings will establish new fees for low and high pressure boiler applications.	170	500	500	500	500

Description	(City Funds in 000's)				
	2010	2011	2012	2013	2014
<u>Miscellaneous Revenue</u>					
The Department of Buildings will generate additional revenue by implementing various elevator application fees.	400	1,700	1,700	1,700	1,700
The Department of Buildings will institute new facade application fees.	270	800	800	800	800
The Department of Health and Mental Hygiene is revising all Health Academy Course fees and instituting a $24 fee for the online food protection exam. These fees have not been updated since 1996.	77	308	308	308	308
Additional payments from Health and Hospitals Corporation for the reimbursement of City's debt service.	3,438	8,209	8,217	8,223	2,881
Due to lower Asbestos Technical Review permit activity, the Department of Environmental Protection will eliminate positions within the A-TRU Program, partially offset by a reduction in fee revenue.	(145)	(61)	(61)	(61)	(61)
The Department of Environmental Protection will realize additional hydroelectric revenue from its agreement with the New York Power Authority.	475	400	400	400	400
As a result of improvements to the billing system, the Department of Environmental Protection will generate additional revenue.	0	369	369	369	369
The Department of Environmental Protection will establish new fees for the review of technical documents required for the Environmental Designation Program. This program provides expert assistance with the rezoning requirements to facilitate the development of brownfield sites.	29	100	100	100	100

Description	(City Funds in 000's)				
	2010	2011	2012	2013	2014
Miscellaneous Revenue					
As a result of a revised fee structure implemented in September 2009, the Business Integrity Commission will generate additional revenue from private carter license and registration applications.	330	665	665	665	665
The Department of Transportation will implement a $30 permit application fee for temporary placement of debris containers on City streets.	0	500	500	500	500
Based on historical and current activity, the Department of Transportation will realize additional revenue from street opening permits, revocable consent agreements and electrical transformers.	1,559	1,559	1,559	1,559	1,559
The Department of Transportation will increase passenger parking rates from $2 to $2.50 per hour for multi-space meters in Manhattan from Battery Park to 86th Street between 2nd Avenue and 9th Avenue. Revenue will be offset by increased collections costs.	600	9,450	9,450	9,450	9,450
The Department of Transportation will generate additional revenue from increased commercial parking rates. Multi-space meters in Manhattan from 14th Street to 60th Street between 2nd Avenue and 10th Avenue will increase from $2 to $2.50 per hour.	0	4,145	4,145	4,145	4,145
The Department of Citywide Administrative Services will recognize additional revenue from court maintenance reimbursement.	5,645	0	0	0	0
The Department of Citywide Administrative Services will generate additional rent revenue from hotel leases and various commercial agreements.	3,717	8,603	8,603	8,603	8,603

Description	(City Funds in 000's)				
	2010	2011	2012	2013	2014
Miscellaneous Revenue					
Due to an increase in salvage sales of automotive vehicles, the Department of Citywide Administrative Services will generate additional auction revenue.	654	426	0	0	0
Due to current application activity, the Board of Standards and Appeals will generate additional filing revenue.	95	191	191	191	191
The Office of Administrative Trials and Hearings will generate additional fine revenue from an increase in case processing and adjudications at the Environmental Control Board.	1,061	2,172	2,172	2,172	2,172
Based on audits of Verizon telephone billings conducted by an outside vendor, the Department of Information Technology and Telecommunications will receive additional refunds.	1,750	2,000	0	0	0
The Department of Information Technology and Telecommunications will receive additional revenue from cable television franchises based on historical and current collections.	5,000	5,500	5,500	5,500	5,500
The Department of Information Technology and Telecommunications will realize additional revenue from Mobile Telecom franchises.	700	700	700	700	700
The Water Board will reimburse the City for the use of the NYCWiN network for automated meter reading.	0	687	1,563	1,563	1,563
Based on historical collections and current inspection numbers, the Department of Consumer Affairs will generate fine revenue by enforcing State tobacco laws.	1,000	1,000	1,000	1,000	1,000

Description	(City Funds in 000's) 2010	2011	2012	2013	2014
Miscellaneous Revenue					
The Department of Consumer Affairs will generate additional license revenue from greater volumes, improved processing and new license categories.	661	661	661	661	661
Additional revenue collection by the District Attorney's Office from a deferred prosecution agreement.	12,376	0	0	0	0
The Public Administrators will realize additional revenue from commissions paid to the City.	425	0	0	0	0
Sub Total: Miscellaneous Revenue	**64,815**	**70,666**	**64,157**	**64,311**	**58,969**
Total Revenue Program	**75,510**	**89,529**	**83,191**	**83,517**	**78,347**