



**NYC**  
**DCAS**  
Citywide Administrative  
Services

# ANNUAL REPORT | 2018

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Fellow New Yorkers,

Welcome to the FY18 DCAS Annual Report. In it, you will learn about the exciting work we do at DCAS. As an agency, our goals are to ensure equity in City employment and within the City's workforce, provide the tools for effective government, and help make New York a more sustainable city.

This year's annual report looks at a few of the many things we do to deliver first-rate services to other agencies and to the public.

We believe that government has the capacity to uplift people and to make our city a better place to live. This is an important responsibility and it's one that the DCAS team takes seriously.

At a time of great cynicism about government and politics, now more than ever we should redouble our efforts to provide effective services and better inform constituents about who we are and how we are here to help.

Thank you.

A handwritten signature in white ink, reading "Arisette Benitez". The signature is fluid and cursive, matching the name of the Commissioner.

Cover photo, at left: The David N. Dinkins Municipal Building in Manhattan at 1 Centre Street is one of 55 City-owned buildings managed by the NYC Department of Citywide Administrative Services. It houses more than 2,000 employees from a dozen municipal agencies—including DCAS—in nearly 1 million square feet of office space. Built over a period of five years, it opened in 1914 and is among the largest government office buildings in the world.



**With nearly 2,400 employees,** DCAS mirrors the best of New York City – and our diverse workforce makes us strong. To keep DCAS and other City agencies resilient now and for decades to come, we lead robust professional development for the City’s workforce, provide retrofits to make City buildings more energy efficient, and install sideguards to make the City vehicle fleet safer. But those are only a few of the services DCAS provides. This Annual Report chronicles many of our achievements during Fiscal Year 2018.



**Maintaining Equity, Diversity, and Inclusion**

Equal opportunity is crucial, and DCAS’s mission is to increase diversity and promote inclusion in the New York City workforce and vendor community. New York is the most ethnically, culturally diverse, and the largest municipal employer in the country. Courses such as *Everybody Matters*; *LGBTQ: The Power of Inclusion*, and on mediation, structured interviewing, and unconscious bias help create an environment where all City employees feel valued and engaged. In addition, DCAS does extensive outreach to Minority and Women Business Enterprises (M/WBEs) to increase their participation in City contracting.



**Keeping NYC Strong**

In keeping with the Mayor’s vision for a thriving, more equitable, and sustainable city, DCAS provides resources, operational support, and management expertise to enhance the quality of work and life for every agency, vendor, and employee so that they can provide the best possible services to New Yorkers.



A DCAS Facilities team cleans up a late March 2018 snowstorm at the Municipal Building, 1 Centre St.

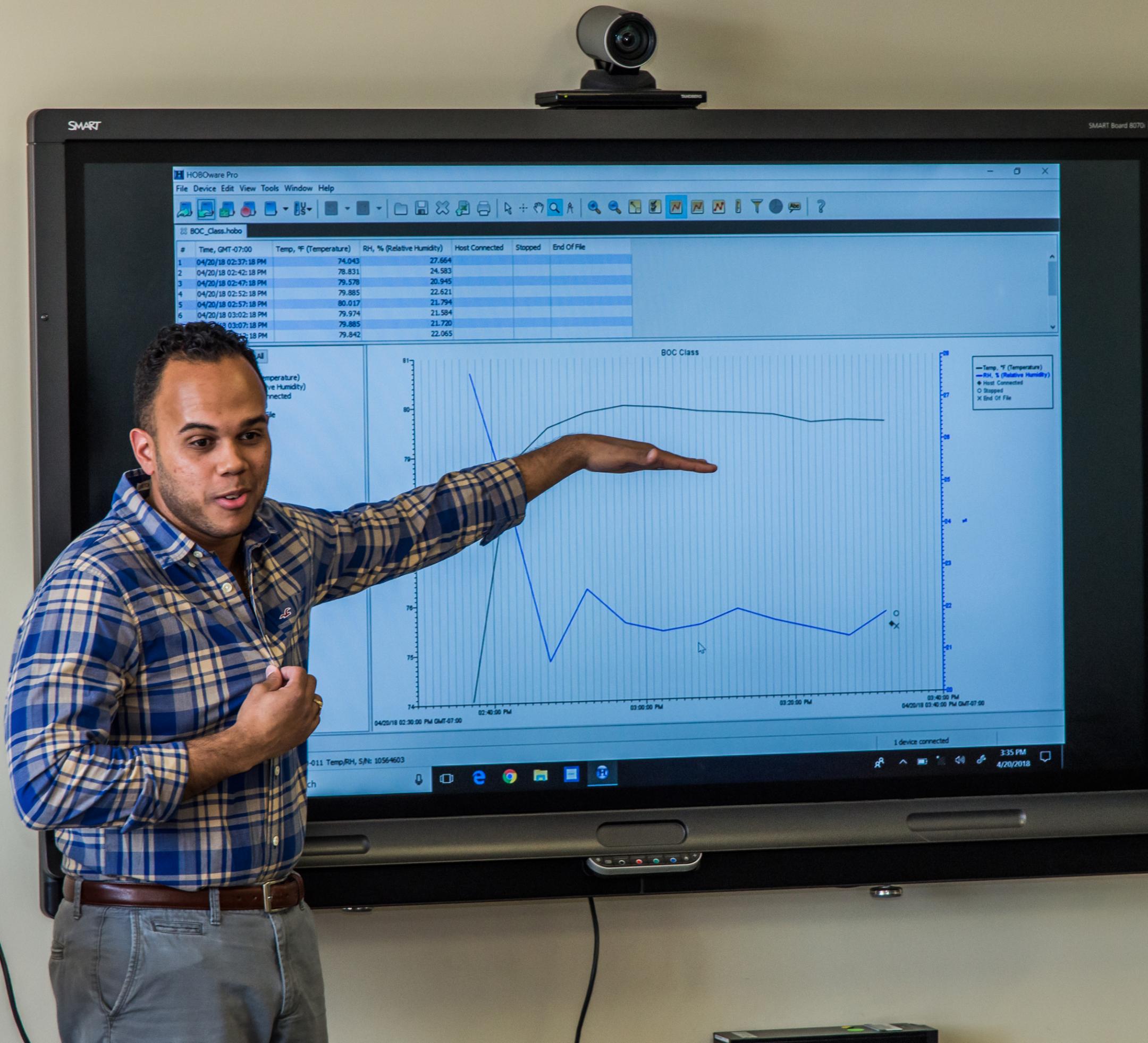
“ The people of New York deserve to live in a well-run city. ”

— DCAS Commissioner Lisette Camilo



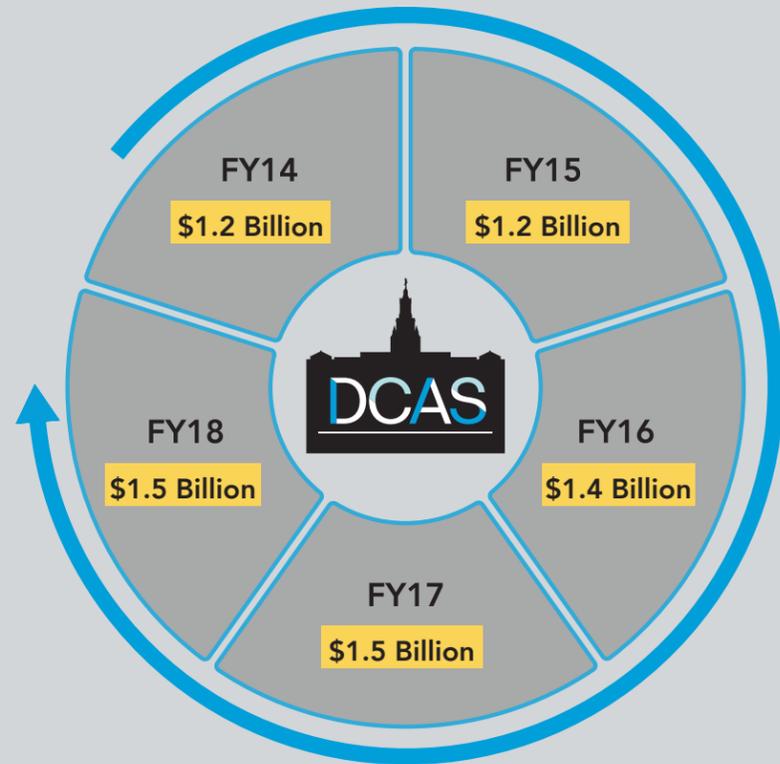
DCAS's Citywide Procurement Office hosts the first-ever Contract Opportunity Meeting for M/WBEs.



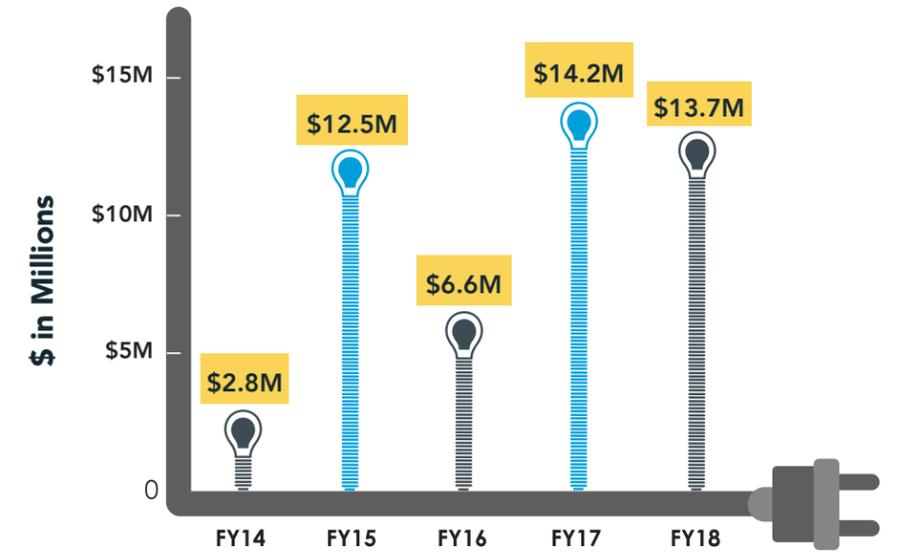


At DCAS, measurement is crucial. It is the way we know whether we've reached our goals or fallen short. Consequently, all of our lines of service use metrics and key performance indicators to track where they've been and where they are going. What follows are a few data visualizations that demonstrate how far DCAS has come in some of its core efforts at procurement, energy savings, training, and safety.

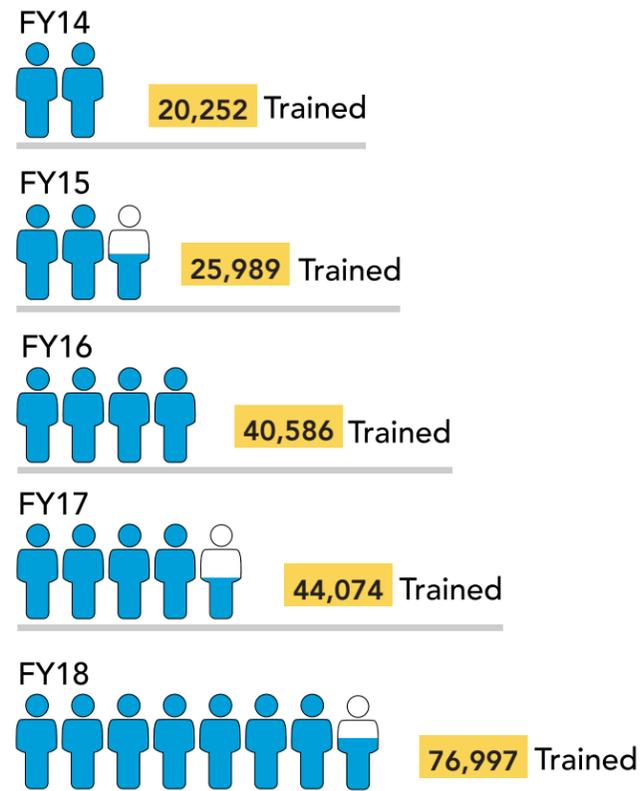
## Total Value of DCAS Purchasing on Behalf of City Agencies



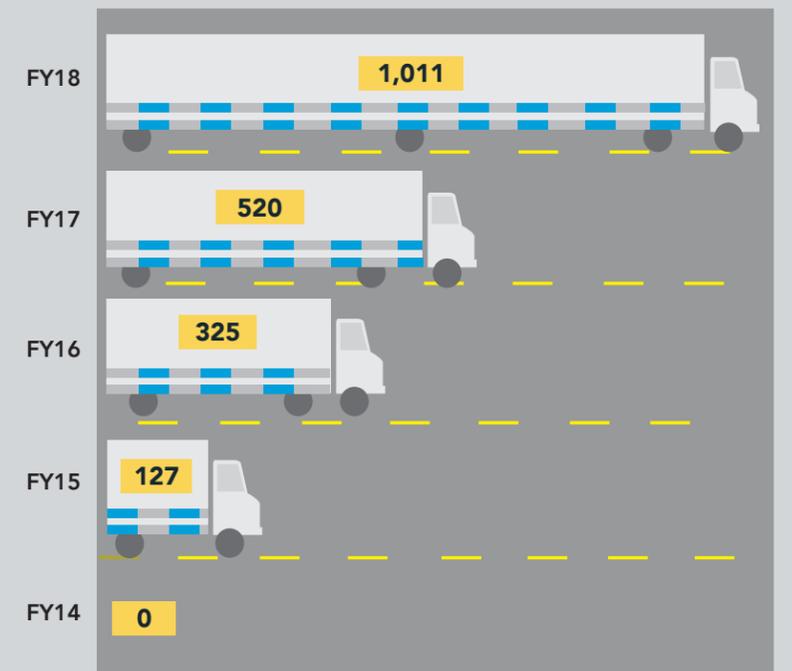
## Total Estimated Annual Energy Savings



## Employees Trained



## Truck Sideguards Installed





City government should reflect the rich talents and diversity of all New Yorkers. That is why DCAS provides pathways for New Yorkers to access solid, middle class careers in City government; leads training and professional development opportunities to promote an inclusive workplace; and ensures fairness for minority and women-owned businesses when awarding government contracts.

As the support partner for City agencies, DCAS makes available year-round access to exams for City jobs in professionally operated Computer-based Testing and Application Centers (CTACs). DCAS opened two new testing centers in Queens and Staten Island recently, bringing the total number of CTACs to four. The testing center in Queens has 153 test taking stations, while Staten Island's has 77. The addition of these two sites to the existing 236-seat testing center in Brooklyn and the 142-seat testing center in Manhattan increases DCAS's testing capacity by 60%. To date, a total of nearly 35,000 candidates have been tested at the new sites in Queens and Staten Island alone. A new testing center in the Bronx is expected to open during fiscal year 2019, allowing DCAS to reach its goal of making computer-administered exams for City jobs available across all five boroughs.

DCAS is committed to providing greater access to employment opportunities for all New Yorkers.

DCAS’s commitment to help promote the City’s diversity is also achieved through training. The agency continues to lead in developing and delivering standardized Equal Employment Opportunity (EEO), diversity, and inclusion classes. These courses adhere to guidelines set forth in the City Charter, and follow best practices provided by the United States Equal Employment Opportunity Commission (EEOC), the NYS Division of Human Rights, and the NYC Human Rights Commission. EEO, diversity, and inclusion trainings are offered year-round and are accessible to all City employees.

In FY18, DCAS exceeded its diversity and inclusion training goal of approximately 20,000 employees by 29.5%. We also increased our training portfolio to include a new e-learning class about unconscious bias and a course promoting an inclusive work environment for the lesbian, gay, bisexual, transgender, queer, and intersex (LGBTQ) communities.

For FY19, DCAS plans to enhance and expand its e-learning offerings and other tools. Since FY 2009, DCAS has given e-learning and instructor-led training covering sexual harassment and complaint filing. Our recently deployed module, *Sexual Harassment Prevention: What to Know About Unlawful and Inappropriate Behaviors in the Workplace*, reflects this effort. The City has committed to train every City employee by the end of calendar year 2018 and every year thereafter to comply with recently passed legislation.

DCAS also promotes an equitable City through its contracting with minority and women-owned business enterprises (M/WBEs). The City has set historic goals to award \$20 billion in City contracts to M/WBEs by 2025; certify 9,000 M/WBEs by 2019, and grant nearly one-third of the value of all City contracts to M/WBEs by 2021.

Finding these vendors and getting them to come on board takes stamina and effort. We work diligently to engage the M/WBE community by hosting information sessions and workshops to inform M/WBE vendors on upcoming contracting opportunities at DCAS.



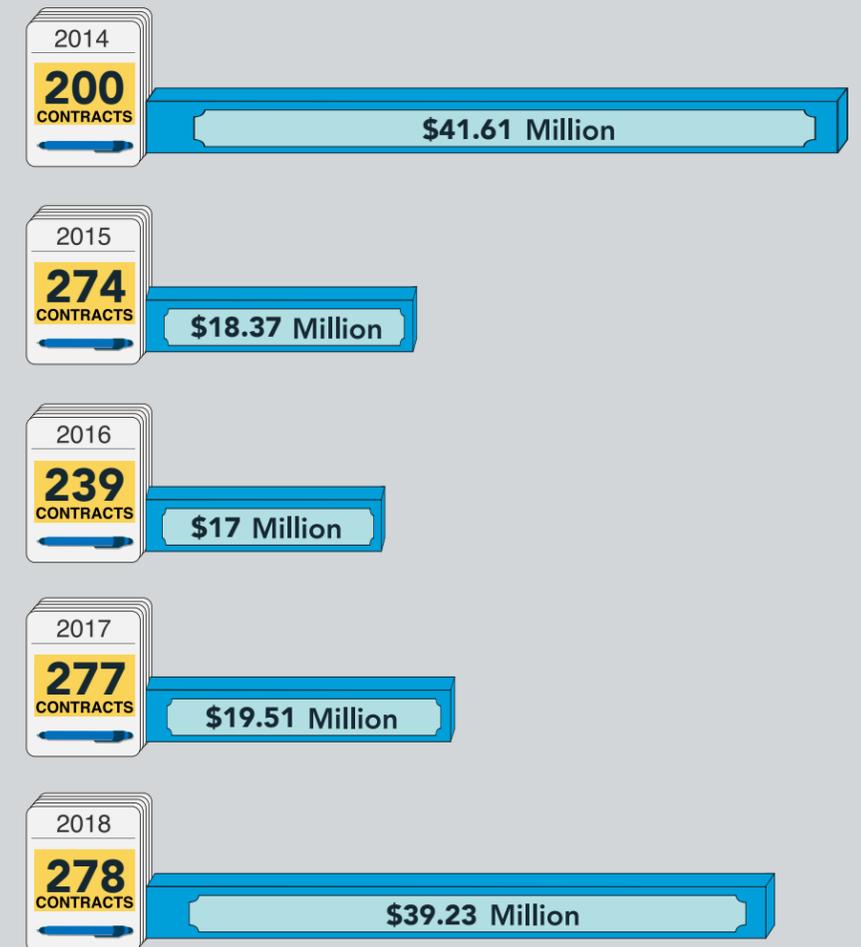
DCAS’s M/WBE Officer Julieann Lee (center) surrounded by her team and some members of DCAS’s Procurement staff at NYC’s Small Business Services’ M/WBE conference at Columbia University, June 2018.

In FY18, DCAS held bi-monthly sessions with M/WBE vendors to answer any questions they might have, and to introduce them to the types of goods and services that the agency buys on behalf of the City. DCAS also participated in 34 M/WBE events that were held throughout the city and hosted by others.

One of the key ways to get M/WBEs involved with the City is to have them work as subcontractors on larger projects. The DCAS M/WBE office has implemented new software that tracks M/WBE vendor correspondence as well as the number of vendors that certify as M/WBEs as a result of our outreach activities.

In addition, DCAS schedules one-on-one meetings with M/WBE vendors—42 in FY18 alone—to discuss DCAS procurements and give M/WBE vendors the opportunity to introduce their businesses and the types of services they provide. New legislation, effective as of December 2017, increased the threshold for M/WBE micro-purchases from \$20K to \$150K, allowing agencies to contract for those smaller purchases without going through more approval steps. So far, 23 new M/WBE micro-purchase contracts have been finalized since the law’s enactment, valued at a total of \$1.5 million.

DCAS M/WBE Contracting\*



\*New York City’s M/WBE program is governed by Local Law 1 of 2013 which allows City agencies to set M/WBE participation goals in standardized, professional, and construction services contracts of any value, and goods contracts valued under \$100,000.



A core focus of DCAS's mission is to help make government work well. City government keeps us safe and delivers vital services that improve the quality of life for all New Yorkers. It's DCAS's job to make sure that the agencies delivering these services do so as efficiently as possible and have the resources needed to succeed.

DCAS buys, on average, nearly \$1.5 billion in goods for City agencies annually. Without that bulk purchasing, organizations from Administration for Children's Services, to the Sanitation Department, the Police and Fire Departments, as well as the Correction Department, would have to buy things like toilet paper, garbage bags, paper towels, and mops on their own at much greater time and expense.

## DCAS Working on IOT Solutions

As part of DCAS's campaign to make government ever more effective, its Information Technology group is working on ideas to press Amazon's Alexa and other Internet of Things (IOT) technologies into City service. So far, it's built two prototypes that can help solve problems quickly and more easily.

The first uses technology like that in Alexa—the voice activated smart speaker from Amazon—to help Civil Service test takers get to answers for questions like “Where am I on the list?” or “What's my score?” more quickly than the current interactive voice response (IVR). Anyone who has had to go through numerous automated telephone response systems knows how frustrating and time consuming they can be. If developed correctly, Alexa-type technology can provide enhanced customer service.

In the meantime, DCAS IT has also created a prototype of an “issue reporting” device using IOT and micro-controllers—tiny, cheap, connected computers. These devices can be deployed in conference rooms or restrooms to report preprogrammed issues with the push of a button such as “Inadequate Room Temperature” or “Water Leak,” “Cleaning Required,” or even “IT Assistance is Required in Conference Room.”

DCAS Assistant Commissioner Pavani Allam and DCAS IT Application Developer



Mohammed Belarrem, who have worked on the prototype, say such requests trigger the creation of a service ticket with all relevant information (location, issue type, etc.). The tickets are then routed to the appropriate team (for example, Facilities or IT) and in the event of time sensitive tickets such as “IT assistance required,” personnel handling tickets are alerted within seconds.

Further development of this application could result in a light flashing on a dashboard that Facilities or IT staff could see in real time, identifying the problem and its exact location for even quicker remediation.

“We are very excited about the possibilities of IOT and the ways they can make City government more efficient,” says Nitin Patel, deputy commissioner of DCAS Information Technology. “The future of IOT in NYC is here.”

The Central Storehouse, a 500,000-sq. ft. facility located in Middle Village, Queens, houses a wide variety of commodities. If the Storehouse has something that a City agency needs, the agency is required to shop there. The Storehouse now carries about 600 different items, reduced from a historic high of more than 2,200, many of which were obsolete.

The Storehouse is also home to stockpiles of required emergency commodities, including sandbags, rock salt, meals ready to eat, rain gear, shovels, and medical supplies, and serves

as a federally-designated point for emergency vaccine distribution.

DCAS also works to inspect commodities for quality assurance and makes sure those selling to the City meet contract specifications. When it is discovered that goods do not comply with a contract's requirements DCAS inspectors can withhold payments or demand price reductions pending correction or replacement. This team saved the City \$47 million over the last five years.

The agency also conserves taxpayer funds by transferring material and equipment from agencies that don't have needs to those that do, and, DCAS generates revenue by selling off surplus goods to the public. When items can't find a home with any agency, DCAS auctions them off. From FY14-FY18, DCAS garnered nearly \$11 million from auctions and other sales.

While DCAS is the operational backbone that enables City agencies to provide resources and services to the public, its Real Estate line of service works directly with client agencies and the public to better leverage City-owned property.

This Real Estate group is responsible for approximately 2,000 City-owned properties. The portfolio includes everything from municipal office buildings to vacant lots. Many are unused surplus lots that were acquired through tax foreclosure in the 1970s and 1980s.

Agencies will often request these lots if the sizes and locations are suitable for their needs. However, many of these lots are too small or

Correction and the NYPD continue to be the two largest agencies ordering from the Central Storehouse. Together, they accounted for 39% of the total in FY18.

not located in areas appropriate for City uses. In these instances, Real Estate Services looks to other methods to ensure that New Yorkers get the best use out of these properties. Short-term and long-term leases to the public can be granted, for example, and in FY18 generated more than \$40M for the City. In addition, the Real Estate group is currently expanding its concessions program, with an eye towards increasing opportunities for small businesses and community-benefit organizations to rent City-owned property.



## Where to Go for Everything New York

The City Store is the place for everything New York City. Looking for a unique gift, authentic memorabilia, or a souvenir? DCAS operates an online store as well as two brick and mortar locations, at 1 Centre Street and 141 Worth Street. During FY18, City Store sold more than 36,000 items, including products for 13 City agencies and from 25 local vendors. The City Store offers merchandise from the NYPD, FDNY, Sanitation, Parks, the NYC subway, NYC Taxis, and items with the iconic “I Love New York” logo. The store also features art, books on the city's history, tourist guides, and much more. Visit one of the store locations or go to [nyc.gov/CityStore](http://nyc.gov/CityStore) for more information.

Real Estate Services recently launched a space management initiative to improve office space allocation and modernize municipal spaces occupied by the City. The group researched industry best practices and then incorporated them into Citywide space standards. These efforts help DCAS to create a more inclusive workspace Citywide, with the addition of lactation rooms, gender neutral restrooms, and assistive listening systems in assembly areas.

At the same time, Real Estate Services works with City agencies to identify their needs, while also analyzing their existing space to make sure it's being efficiently utilized. As a result, the City is reducing costs by using less privately leased office space.

Thriftiness is a DCAS byword, and it is emblemized by the effective and efficient management of the City's 31,000 vehicle fleet – the largest in the country. Overall fuel economy for the City fleet continues to improve as older vehicles are switched out for electric, hybrid, and more fuel-efficient models. DCAS continues to see a steady and substantial improvement in fleet miles per gallon, which has risen by nearly a third since 2014. Another bonus is the Citywide bulk fuel buying program, which saved taxpayers \$9 million in FY18.

New York City operates 414 liquid fueling sites, with 171 general use sites and the remainder at firehouses. When vehicles and mobile fuel trucks are added in, the City can hold more than 2 million gallons of fleet fuel at any one time. Through a DCAS contract, City vehicles also have access to all private retail gas stations.

Effective government also means public safety. In 2014, Mayor Bill de Blasio launched the Vision Zero initiative to reduce traffic injuries and fatalities. A partnership between City agencies, it includes NYPD, the Department of Transportation, the Taxi & Limousine Commission, the Department of Education, the Department of Health, along with DCAS.

During FY18, DCAS opened the Fleet Office of Real Time Tracking (FORT) for monitoring fleet safety, use, and compliance. Many City vehicles are equipped with technology to identify their location, speed, and whether the driver is engaging in high-risk behavior, like weaving in traffic or hard braking. Some of these vehicles can transmit information in real time, and the FORT alerts DCAS personnel when a potentially unsafe situation occurs. In the event of a traffic crash, City fleet vehicles collect data that can be used to reconstruct what went wrong.

But preventing accidents in the first place is always a better way. Through DCAS's leadership, more than 40,000 City employees have completed defensive driver training since Vision Zero started. This includes how to respond to aggressive drivers, maintain an appropriate distance from other cars on the road, proper use of safety equipment, and how to perform vehicle condition checks.

Additionally, DCAS has worked with agencies across City government to install sideguards on many large trucks and heavy vehicles. These barriers prevent cars and pedestrians from going under a larger vehicle—like a garbage truck or fire engine—during a side-impact collision. During FY18, DCAS neared the installation of its 2,000th sideguard, a milestone for the largest such program in the country.

Effective and efficient government also means that DCAS strives to reduce the amount of time its fleet is out of commission. If a garbage truck is stuck in a maintenance garage, it's not keeping City neighborhoods clean. Since FY14, the average out of service rate dropped to 8.4% of the fleet. DCAS is committed to keeping equipment in use and delivering continuous service.



“ By pooling resources across City agencies and finding greater efficiencies, we’re doing more with less and delivering high quality services. ”

— DCAS Commissioner Lisette Camilo



DCAS believes that the best way to address climate change is through leading by example. After taking office in 2014, the Mayor made an historic commitment to reduce greenhouse gas emissions in New York City 80% by 2050. DCAS is doing its part by reducing energy consumption in government buildings, using alternative forms of energy, and building the cleanest and greenest municipal vehicle fleet in the country.

As the City government agency that serves all other City agencies, DCAS is uniquely positioned to tackle sustainability at scale. Along with the City fleet, DCAS oversees more than 10,000 utility accounts across 4,000 public buildings and local government agencies. From this vantage point, DCAS implements creative energy-saving building retrofits, helps improve operations and maintenance, and deploys low- and no-emissions vehicles.

DCAS is meeting and exceeding the Mayor's greenhouse gas emission reduction goals by reducing greenhouse gas emissions from the 55 buildings it manages 35% by 2025, seven years ahead of schedule.



“ The climate crisis is real and it’s urgent. We can’t wait for someone else to find a solution. We have to act and act now. ”

— DCAS Commissioner Lisette Camilo

The agency manages 15 million square feet of offices and courts, visited by millions of people every year. Some of these buildings—including City Hall—have been the beneficiaries of solar panel installations. Together, these projects will help achieve a goal of generating 100 megawatts of solar power on City properties.

DCAS has also funded more than 1,300 energy efficiency retrofits over 1,100 City buildings and trained staff from 25 City agencies in operations and maintenance best practices. Since January 2014, this has meant greater energy efficiency in City buildings, resulting in a 157,677 metric-ton reduction in greenhouse gas emissions, which is equivalent to removing 33,000 vehicles from the streets each year.

The agency conducts energy audits for all City buildings 50,000 square feet or larger. We look for opportunities to improve energy efficiency and use data to determine where to have the biggest impact and save the most energy.

In that mode, DCAS, in partnership with local utility companies, organizes agencies across the City to reduce energy consumption when demand spikes. During times of peak electricity use, participating agencies are paid to cut back, easing the strain on the City’s electricity grid. Called Demand Response, this program helps avoid brownouts or blackouts and decreases greenhouse gas emissions. In FY18, DCAS provided up to 76 megawatts of grid relief, expanded Citywide participation to more than 400 facilities across 23 agencies, and earned revenue of \$10 million in annualized rebates from the program.

Above, boiler upgrade at the Brooklyn War Memorial. Funded by DCAS, such upgrades reduce energy use and cut down on greenhouse gas emissions.

Through the Accelerated Conservation and Efficiency (ACE) and the Expenses for Conservation and Efficiency Leadership (ExCEL) programs, DCAS has also awarded more than \$480 million to City agencies for building and streetlighting energy efficiency improvements. An additional \$430 million has been invested in energy efficiency projects in collaboration with the New York Power Authority and the NYC Department of Design and Construction.

DCAS also runs an operations and maintenance program that provides building operators with the resources needed to pursue both day-to-day actions and long-term strategies to improve energy efficiency. This includes changes like converting nearly 18,000 light fixtures to LED bulbs and installing more efficient heating and cooling systems.

The City, through DCAS, additionally installs solar panels to generate green energy on City-owned buildings and other properties. To date, the City has installed 10.5 megawatts of solar photovoltaic panels, representing a ten-fold increase in installed solar capacity on City-owned buildings since Mayor de Blasio took office in 2014.

During FY18, DCAS reached new sustainability milestones managing the City’s fleet, including reaching an all-time high of owning 2,105 electric vehicles. This makes it the largest electric vehicle

fleet in the country. To help support the use of these vehicles, during FY18, DCAS installed its 500th electric vehicle charger, and can now also boast the largest network of electric vehicle chargers of any fleet in the nation.

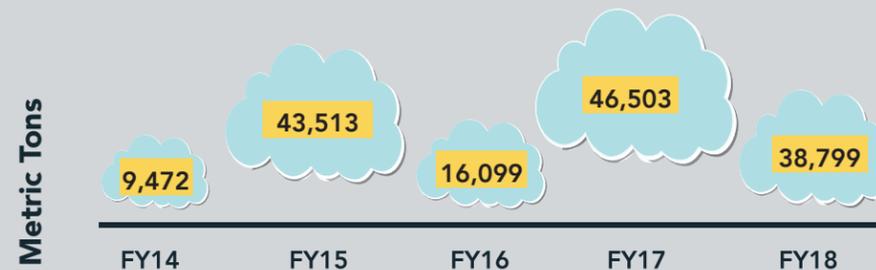
But DCAS didn’t stop there. During FY18, the agency launched an initiative to install solar carports across the five boroughs. These charge electric vehicles using nothing but sunlight. The first 37 carports have been installed and are powering electric vehicles to drive more than 500,000 miles a year.

DCAS is also leading the way through its extensive use of alternative fuels. More than 60% of the City’s 31,000 owned and leased vehicles operate on some form of alternative energy, including electric, solar, hybrid-electric, natural gas, and biodiesel. The use of these alternative fuels reduces dependence on fossil fuels and decreases carbon emissions.

During FY18, the City, for the first time, adopted the use of renewable diesel, which is 99% petroleum-free and reduces carbon emissions 60% compared to traditional diesel.

DCAS is showing what City government can do to be a good steward of the environment and a leader in innovation. At a time when federal sustainability policies regress, we are acting locally and thinking globally.

Total Estimated CO2E Reductions\*



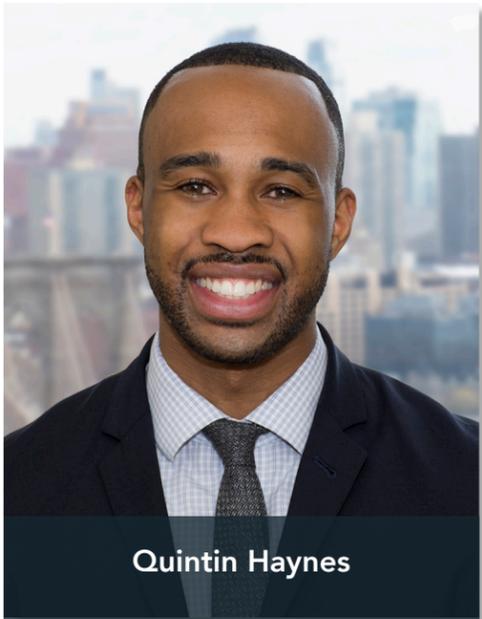
\*Reductions are from New York City buildings only; does not include emission reductions from the New York City fleet.

**Agencywide FY18 Executive Expense, Revenue, & Capital Budget  
(All Funds, in \$000)**

<b>FY18 Expense Budget:</b>		
<b>Agencywide</b>	<b>Headcount</b>	<b>\$</b>
Personal Services (PS)	2,438	\$194,510
Other Than Personal Services (OTPS)		\$1,063,941
<b>Total DCAS w/o BSA*</b>	<b>2,438</b>	<b>\$1,258,451</b>
<b>Major highlights of DCAS Budget:</b>		
Citywide Heat, Light, & Power		\$713,520
OTPS Lease (Various Agencies)		\$112,478
Court Facilities Payment (Reimbursement)		\$55,000
OTPS Storehouse Accounts (Various Agencies)		\$23,103
OTPS Vehicle Fuel (Various Agencies)		\$8,699
<b>Total Major Highlights</b>		<b>\$912,801</b>
<i>*BSA stands for the Board of Standards and Appeals</i>		

<b>FY18 Capital Budget:</b>	
<b>Lines of Service</b>	<b>\$</b>
Capital Construction - DCAS Facilities	\$99,381
Real Estate - Improvements to Leased Locations	\$104,221
Energy Management	\$80,701
IT	\$7,119
Fleet	\$353
Security/Admin	\$180
<b>Total DCAS</b>	<b>\$291,955</b>

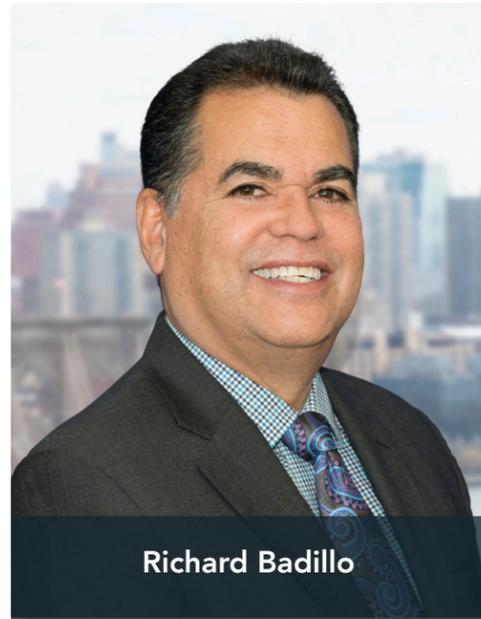
<b>FY18 Revenue Budget:</b>	
<b>Lines of Service</b>	<b>\$</b>
<b>Real Estate</b>	
Citywide Commercial Rentals	\$46,050
Other	\$450
<b>Total - Real Estate</b>	<b>\$46,500</b>
<b>Fleet</b>	
Sale of Automotive Vehicles	\$9,692
Affirmative Claims	\$735
<b>Total - Fleet</b>	<b>\$10,427</b>
<b>Human Capital</b>	
Civil Service Exam Fees	\$6,560
Other	\$30
<b>Total - Human Capital</b>	<b>\$6,590</b>
<b>Office of Citywide Procurement</b>	
Sales of Salvage Equipment/Other	\$2,201
Procurement Card Rebates	\$3,093
<b>Total - Office of Citywide Procurement</b>	<b>\$5,294</b>
<b>Administration</b>	
<b>City Store Sales</b>	<b>\$743</b>
<b>Energy Management</b>	
<b>Heat, Light, &amp; Power Reimbursement</b>	<b>\$3,620</b>
<b>Total DCAS w/o BSA*</b>	<b>\$73,174</b>
<i>*BSA stands for the Board of Standards and Appeals</i>	



**Quintin Haynes**



**Dawn Pinnock**



**Richard Badillo**



**Barbara Dannenberg**



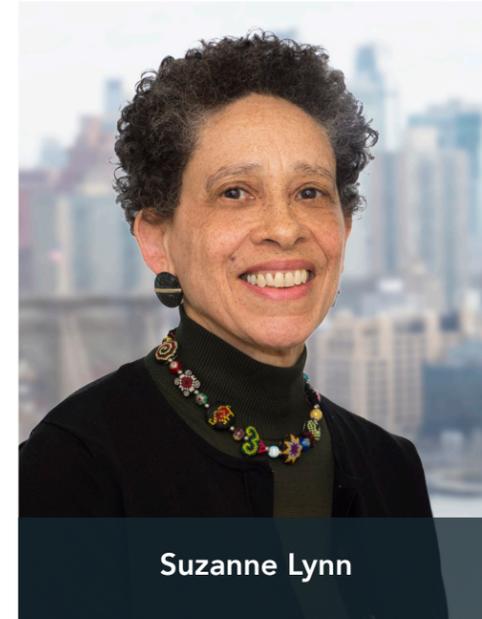
**Anthony Fiore**



**Mersida Ibric**



**Keith Kerman**



**Suzanne Lynn**



**Shameka Boyer Overton**



**Nitin Patel**



**Laura Ringelheim**



**Jerry Torres**

**Quintin Haynes**  
Chief of Staff

**Dawn Pinnock**  
Executive Deputy Commissioner

**Richard Badillo**  
Deputy Commissioner,  
Fiscal and Business Management

**Barbara Dannenberg**  
Deputy Commissioner, Human Capital

**Anthony Fiore**  
Deputy Commissioner, Energy Management

**Mersida Ibric**  
Deputy Commissioner, Citywide Procurement

**Keith Kerman**  
Deputy Commissioner, Fleet

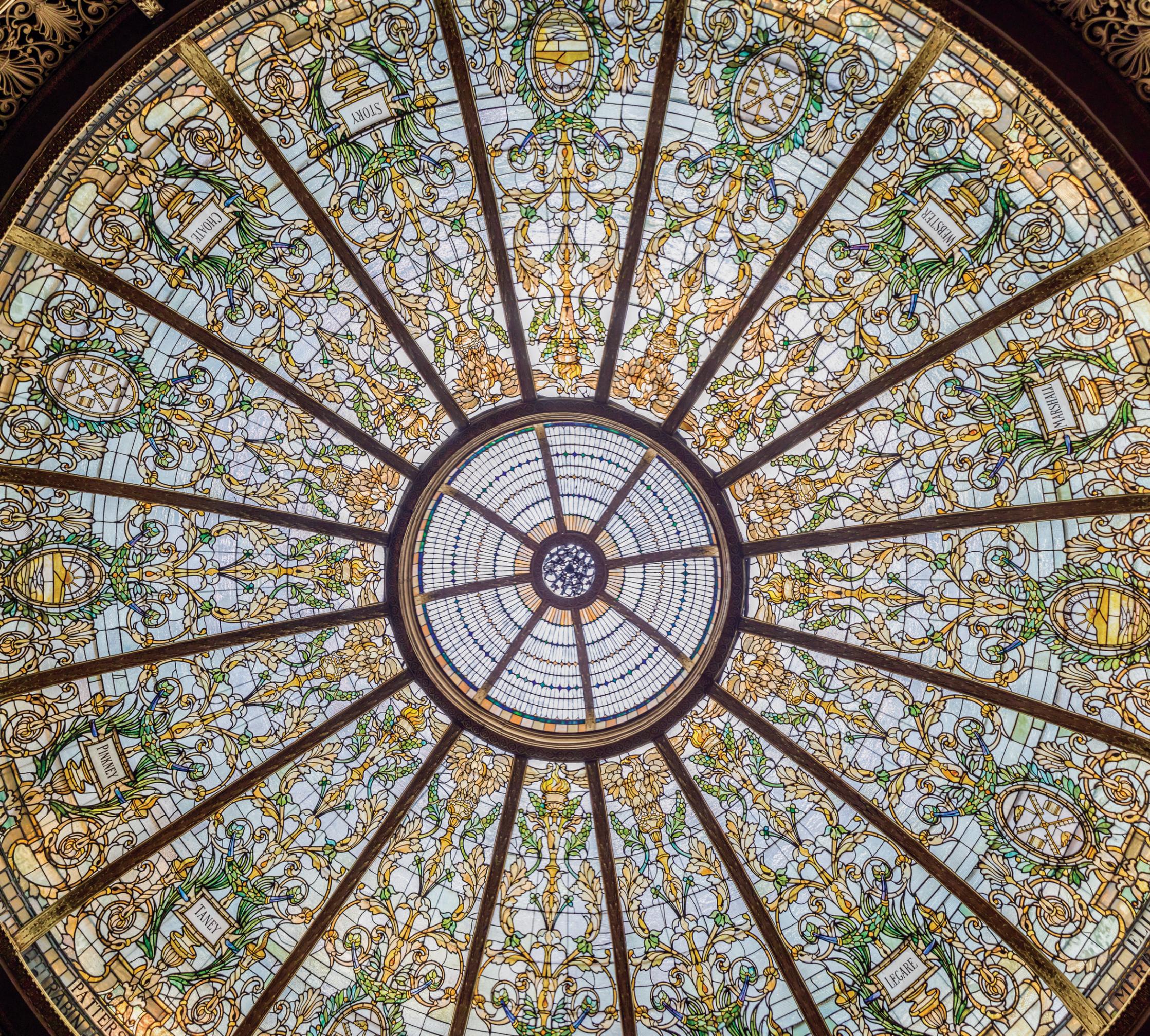
**Suzanne Lynn**  
Deputy Commissioner, Legal Affairs

**Shameka Boyer Overton**  
Deputy Commissioner, Administration

**Nitin Patel**  
Deputy Commissioner, Information Technology

**Laura Ringelheim**  
Deputy Commissioner, Real Estate Services

**Jerry Torres**  
Deputy Commissioner, Facilities Management



The stained glass ceiling of the appellate court at 27 Madison Avenue, New York, New York, a DCAS-managed building.

**Lisette Camilo**

Commissioner

**Carmine Rivetti**

Executive Director, External Affairs

**Jacqueline Gold**

Director of Communications

**Nick Benson**

Deputy Communications Director

**Krishna Kirk**

Director of Marketing and Digital Media

**Stacy Beatty**

City Graphics Director

**Danfeng Li**

City Graphics Graphic Artist

**William Campos**

Director of Media Productions

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Assistant Director of Production and Facilities

**Gerard Johnson**

Reproduction Services Supervisor



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