

The City of New York
November 2019 Financial Plan

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Citywide Savings Program

November 2019

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Citywide Savings Program Overview

- The Citywide Savings Program in the November 2019 Financial Plan is the result of a collaborative effort between OMB and City agencies to reexamine internal processes and policies, use resources efficiently, and re-estimate expenses, all without sacrificing service delivery to New York City residents.
- Stewardship of the City's finances is an ongoing process that requires long-term planning and a search for innovative solutions. Accordingly, OMB and agency staff applied five strategies to drive savings: redesign business practices, reduce and repurpose assets, implement IT solutions, improve the use of City space and deployment of personnel, and maximize Federal, State, and Private grants and Miscellaneous revenue.
- In the November Plan, OMB and City agencies have produced savings of \$474 million in FY20 and FY21 through the implementation of 83 initiatives that combine efficiencies, cautious budgeting, and responsible debt management. This builds on the City's commitment to savings including prior Savings Programs introduced in each year of this Administration, the historic restructuring of the City's decades-old health plans beginning in 2014, and more.
- There are 20 efficiencies that optimize resources or minimize waste. OMB will implement and track these along with the efficiency initiatives introduced in previous fiscal years.
- In addition to the initiatives reported in this Savings Program, OMB and City agencies continue to look for ways to avoid or mitigate future costs.

Categories of Savings

Overview

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

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

Savings Classifications

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

There are six broad types of savings:

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

I.

Summary Tables

Table 1: Summary By Agency

\$ in 000's

	<u># of Initiatives</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Uniformed Forces					
Police Department	2	-	(\$ 10,000)	-	-
Fire Department	3	(\$ 3,602)	(\$ 5,080)	-	-
Department of Correction	1	(\$ 22,000)	(\$ 69,800)	(\$ 69,800)	(\$ 69,800)
Department of Sanitation	2	(\$ 4,976)	-	-	-
Subtotal	8	(\$ 30,578)	(\$ 84,880)	(\$ 69,800)	(\$ 69,800)
Health and Welfare					
Administration for Children's Services	1	(\$ 10,000)	(\$ 10,000)	-	-
Department of Social Services	3	(\$ 8,000)	(\$ 2,000)	(\$ 2,000)	(\$ 2,000)
Department for the Aging	1	(\$ 500)	-	-	-
Department of Youth & Community Development	1	(\$ 1,000)	-	-	-
Department of Health & Mental Hygiene	1	(\$ 5,000)	-	-	-
Subtotal	7	(\$ 24,500)	(\$ 12,000)	(\$ 2,000)	(\$ 2,000)
Other Agencies					
Department of Information Technology & Telecom.	3	(\$ 5,751)	(\$ 3,214)	(\$ 2,789)	(\$ 2,489)
Department of Parks and Recreation	3	(\$ 7,126)	(\$ 5,000)	-	-
Law Department	2	(\$ 7,367)	(\$ 84)	-	-
Department of Citywide Administrative Services	5	(\$ 3,399)	(\$ 3,421)	-	-
Department of Transportation	3	(\$ 738)	(\$ 792)	(\$ 725)	(\$ 658)
Department of Probation	5	(\$ 1,507)	(\$ 1,516)	-	-
Department of Small Business Services	3	(\$ 800)	(\$ 780)	-	-
Department of Environmental Protection	4	(\$ 786)	(\$ 734)	-	-
Department of Design and Construction	1	(\$ 752)	-	-	-
Business Integrity Commission	2	(\$ 146)	(\$ 149)	(\$ 149)	(\$ 149)
Office of Labor Relations	2	(\$ 239)	(\$ 107)	(\$ 107)	(\$ 107)
Department of City Planning	2	(\$ 275)	(\$ 262)	-	-
All Other Agencies	11	(\$ 1,813)	(\$ 563)	(\$ 171)	(\$ 171)
Subtotal	46	(\$ 30,698)	(\$ 16,622)	(\$ 3,941)	(\$ 3,575)
Education					
Department of Education	6	(\$ 20,900)	(\$ 79,500)	(\$ 79,500)	(\$ 79,500)
Subtotal	6	(\$ 20,900)	(\$ 79,500)	(\$ 79,500)	(\$ 79,500)
Other					
Miscellaneous	2	(\$ 7,619)	(\$ 19,398)	(\$ 20,295)	(\$ 21,163)
Debt Service	12	(\$ 109,248)	(\$ 35,971)	(\$ 20,289)	\$ 4,298
Citywide Initiatives	2	(\$ 848)	(\$ 1,100)	(\$ 1,254)	(\$ 1,305)
Subtotal	16	(\$ 117,715)	(\$ 56,470)	(\$ 41,838)	(\$ 18,170)
CITYWIDE SAVINGS PROGRAM TOTAL	83	(\$ 224,391)	(\$ 249,472)	(\$ 197,079)	(\$ 173,044)
			(\$ 473,863)		

Table 2: Summary By Type

\$ in 000's

<u>Category</u>	<u># of Initiatives</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2020 + FY 2021</u>
Efficiency	20	(\$ 59,743)	(\$ 148,308)	(\$ 140,971)	(\$ 141,523)	(\$ 208,051)
Underspending	38	(\$ 31,238)	(\$ 49,683)	(\$ 35,649)	(\$ 35,649)	(\$ 80,920)
Reimbursement Re-estimate	13	(\$ 24,163)	(\$ 15,511)	(\$ 171)	(\$ 171)	(\$ 39,673)
Debt Service	12	(\$ 109,248)	(\$ 35,971)	(\$ 20,289)	\$ 4,298	(\$ 145,219)
TOTAL SAVINGS	83	(\$ 224,391)	(\$ 249,472)	(\$ 197,079)	(\$ 173,044)	(\$ 473,863)

% Efficiencies	27%	59%	72%	82%	44%
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II.

Savings Initiatives by Agency

November 2019 Financial Plan

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

Administration for Children's Services	City Personnel Increase/ (Decrease)	FY20	FY21	FY22	FY23
November Plan					
<u>Fringe Reimbursement</u>		(10,000)	(10,000)	-	-
Federally negotiated fringe reimbursement rate will result in additional revenues.					
Agency Total		(10,000)	(10,000)	-	-

Business Integrity Commission	City Personnel Increase/ (Decrease)	FY20	FY21	FY22	FY23
November Plan					
<u>OTPS Savings Initiative</u>		(73)	-	-	-
OTPS savings related to materials and supplies.					
<u>PS Accruals</u>		(73)	(149)	(149)	(149)
PS Accruals.					
Agency Total		(146)	(149)	(149)	(149)

Citywide Initiatives	City Personnel Increase/ (Decrease)	FY20	FY21	FY22	FY23
November Plan					
<u>Agency Phone Plan Review II</u>		(848)	(1,100)	(1,254)	(1,305)
DoITT will review phone plans to ensure competitiveness, improve billing, and upgrade technology.					
<u>Contract Auditing</u>		-	-	-	-
DCAS will review vendor charges for Citywide contracts and recoup overpayments.					
Citywide Total		(848)	(1,100)	(1,254)	(1,305)

November 2019 Financial Plan

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

Debt Service	City Personnel Increase/ (Decrease)	FY20	FY21	FY22	FY23
November Plan					
<u>GO Baseline Reconciliation</u>		3,247	2,629	2,130	2,130
GO baseline reconciliation.					
<u>GO Interest Earnings</u>		(300)	175	50	(100)
GO interest earnings.					
<u>GO LOC/Remarketing</u>		-	-	(197)	(403)
GO LOC/Remarketing.					
<u>GO New Money Debt Service</u>		41,275	90,635	146,843	147,222
GO new money debt service.					
<u>GO Projected Debt Service</u>		(68,204)	(137,420)	(171,409)	(160,931)
GO projected debt service.					
<u>GO Reoffering Impact</u>		7,389	15,447	13,244	13,966
GO reoffering impact.					
<u>GO Swap Payments</u>		866	-	-	-
GO swap payments.					
<u>GO Swap Receipts</u>		3,514	-	-	-
GO swap receipts.					
<u>GO Variable Rate Interest</u>		(59,572)	(18,061)	(15,936)	(14,496)
GO variable rate interest.					
<u>NYT Proceeds Offset to GO</u>		(557)	-	-	-
NYT proceeds offset to GO.					
<u>TFA Retention</u>		(36,906)	10,623	4,986	16,911
TFA retention.					
Agency Total		(109,248)	(35,971)	(20,289)	4,298

November 2019 Financial Plan

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

Department for the Aging	City Personnel Increase/ (Decrease)	FY20	FY21	FY22	FY23
November Plan					
<u>One-Time Revenue</u>		(500)	-	-	-
Additional one-time federal revenue.					
Agency Total		(500)	-	-	-

Department of City Planning	City Personnel Increase/ (Decrease)	FY20	FY21	FY22	FY23
November Plan					
<u>EIS Reestimates</u>		-	(262)	-	-
Reduction in funding for environmental studies.					
<u>FY20 PS Accruals</u>		(275)	-	-	-
Savings achieved through personal service accruals and delayed hiring.					
Agency Total		(275)	(262)	-	-

Department of Citywide Administrative Services	City Personnel Increase/ (Decrease)	FY20	FY21	FY22	FY23
November Plan					
<u>Incentive Payments for Energy Conservation Measures</u>		(1,160)	(1,116)	-	-
DCAS will receive incentive payments from NYSERDA for implementing energy conservation measures in existing facilities.					
<u>Savings from Energy Billing Audits</u>		(1,500)	(1,500)	-	-
The agency will receive billing credits from utility companies in both FY 2020 and FY 2021.					
<u>Training and Maintenance</u>		(195)	(195)	-	-
Savings achieved by using staff to provide in-house trainings and eliminating server maintenance redundancy.					
<u>Agency Energy Personnel Program</u>		(451)	(610)	-	-
Re-estimate due to vacancies.					
<u>PS Savings</u>		(93)	-	-	-
Savings tied to vacant positions at the Board of Standards and Appeals.					
Agency Total		(3,399)	(3,421)	-	-

November 2019 Financial Plan

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

Department of Consumer and Worker Protection	City Personnel Increase/ (Decrease)	FY20	FY21	FY22	FY23
November Plan					
<u>OTPS Savings</u>		(250)	-	-	-
Reduced fiscal year 2020 OTPS costs for software licenses.					
Agency Total		(250)	-	-	-

Department of Correction	City Personnel Increase/ (Decrease)	FY20	FY21	FY22	FY23
November Plan					
<u>Closure of BKDC & EMTC</u>	(840) U	(22,000)	(69,800)	(69,800)	(69,800)
Closure of BKDC and EMTC jails.					
Agency Total	(840) U	(22,000)	(69,800)	(69,800)	(69,800)

Department of Cultural Affairs	City Personnel Increase/ (Decrease)	FY20	FY21	FY22	FY23
November Plan					
<u>PS Savings</u>		(96)	(96)	-	-
The agency will achieve savings through delays in filling vacant positions.					
Agency Total		(96)	(96)	-	-

Department of Design and Construction	City Personnel Increase/ (Decrease)	FY20	FY21	FY22	FY23
November Plan					
<u>PS Savings</u>		(752)	-	-	-
Personal services savings.					
Agency Total		(752)	-	-	-

November 2019 Financial Plan

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

Department of Education	City Personnel Increase/ (Decrease)	FY20	FY21	FY22	FY23
November Plan					
<u>ATR Severance Program</u>		(10,900)	(30,000)	(30,000)	(30,000)
Savings attributed to a severance package program offered to employees currently in the ATR pool.					
<u>Food Contract Efficiencies</u>		-	(4,000)	(4,000)	(4,000)
Savings will be achieved from lower costs associated with a food contract.					
<u>Strengthen Procurement Controls</u>		(10,000)	(10,000)	(10,000)	(10,000)
Savings associated with further centralizing procurement practices.					
<u>Elimination of Hold Harmless Allocation</u>		-	(8,400)	(8,400)	(8,400)
Re-estimate of supplemental special education support based on current school allocations.					
<u>Professional Development Reduction</u>		-	(14,600)	(14,600)	(14,600)
Reduces professional development budgets across DOE.					
<u>Programmatic Underspending</u>		-	(12,500)	(12,500)	(12,500)
Savings from a re-estimate of annual program expenses.					
Agency Total		(20,900)	(79,500)	(79,500)	(79,500)

Department of Environmental Protection	City Personnel Increase/ (Decrease)	FY20	FY21	FY22	FY23
November Plan					
<u>Arterial Highway Catch Basin</u>		(70)	(70)	-	-
Savings from lower than expected bids for three existing cleaning contracts.					
<u>Landfill Underspending</u>		(200)	(200)	-	-
Lower than expected spending on landfill maintenance.					
<u>OER Fee Revenue</u>		(260)	(260)	-	-
The Department of Environmental Protection will generate revenue from new and revised fees related to the E-Designation Program.					
<u>Tax Levy Surplus</u>		(256)	(204)	-	-
DEP has historically finished the fiscal year with a tax levy OTPS surplus tied to programs outside the Mayor's Office of Sustainability.					
Agency Total		(786)	(734)	-	-

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

Department of Health & Mental Hygiene	City Personnel Increase/ (Decrease)	FY20	FY21	FY22	FY23
November Plan					
<u>Prior Year Revenue</u>		(5,000)	-	-	-
Recognition of prior year revenue.					
Agency Total		(5,000)	-	-	-

Department of Information Technology & Telecom.	City Personnel Increase/ (Decrease)	FY20	FY21	FY22	FY23
November Plan					
<u>IT Decommissioning & Efficiency Savings</u>		(255)	(2,114)	(1,689)	(1,389)
Savings from decommissioning systems the agency no longer needs and the introduction of more efficient processes.					
<u>Telecommunications Savings</u>		(1,100)	(1,100)	(1,100)	(1,100)
Savings from deactivating unused telecom services.					
<u>PS Savings</u>		(4,396)	-	-	-
PS accruals.					
Agency Total		(5,751)	(3,214)	(2,789)	(2,489)

Department of Parks and Recreation	City Personnel Increase/ (Decrease)	FY20	FY21	FY22	FY23
November Plan					
<u>Fair Play Expense to Capital Reallocation</u>		(3,826)	-	-	-
Reallocation of funding in the Fair Play Program from expense to capital.					
<u>Trees & Sidewalks Expense to Capital Reallocation</u>		-	(5,000)	-	-
Reallocation of funding in the Trees and Sidewalks program from expense to capital.					
<u>Seasonal Accrual Savings</u>		(3,300)	-	-	-
Savings associated with delays in hiring and general vacancies in seasonal headcount.					
Agency Total		(7,126)	(5,000)	-	-

November 2019 Financial Plan

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Department of Probation	City Personnel Increase/ (Decrease)	FY20	FY21	FY22	FY23
November Plan					
<u>Fleet Savings</u> Replacement cycle for three fleet vehicles per Fiscal Year will be deferred for FY20 and FY21.		(94)	(94)	-	-
<u>Laptop Replacement Savings</u> Savings associated with delay to the laptop replacement cycle.		(25)	(350)	-	-
<u>PS Accruals</u> PS Accruals - Administrative Staff.		(37)	(37)	-	-
<u>PS Accruals</u> PS Accruals.		(1,350)	(595)	-	-
<u>Salary Differential Savings</u> Salary differential savings tied to attrition.		-	(440)	-	-
Agency Total		(1,507)	(1,516)	-	-

Department of Sanitation	City Personnel Increase/ (Decrease)	FY20	FY21	FY22	FY23
November Plan					
<u>Fresh Kills Landfill Closure</u> Closure costs at Fresh Kills Landfill are projected to be lower than previously budgeted.		(2,068)	-	-	-
<u>Organics Processing</u> Spending on organics processing is projected to be lower than budgeted.		(2,908)	-	-	-
Agency Total		(4,976)	-	-	-

November 2019 Financial Plan

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

Department of Small Business Services	City Personnel Increase/ (Decrease)	FY20	FY21	FY22	FY23
November Plan					
<u>Agency PS Savings</u> Savings achieved through delayed hiring.		(650)	-	-	-
<u>Updated Spending Projections 1</u> Re-estimate to align SBS's budget with updated spending projections.		-	(229)	-	-
<u>Updated Spending Projections 2</u> Savings achieved through business services and workforce development departmental re-estimates.		(150)	(551)	-	-
Agency Total		(800)	(780)	-	-

Department of Social Services	City Personnel Increase/ (Decrease)	FY20	FY21	FY22	FY23
November Plan					
<u>Information Technology Services Insourcing</u> Information Technology Services contract reduction.		(2,471)	(5,127)	(5,127)	(5,127)
<u>Information Technology Services Insourcing</u> Information Technology Services insourcing.	100 C	1,471	3,127	3,127	3,127
<u>Fringe Benefits Reimbursement</u> Federally negotiated fringe reimbursement rate will result in additional revenues.		(7,000)	-	-	-
Agency Total	100 C	(8,000)	(2,000)	(2,000)	(2,000)

November 2019 Financial Plan

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

Department of Transportation	City Personnel Increase/ (Decrease)	FY20	FY21	FY22	FY23
November Plan					
<u>Janitorial Contract Insourcing</u> Replace contractual janitorial services with in-house staff.	22 C	-	(792)	(725)	(658)
<u>Bikeshare Revenue</u> Additional bike station occupancy fee and ridership revenue from the Bikeshare program.		(263)	-	-	-
<u>Hiring Delays</u> DOT will realize salary savings due to hiring delays.		(475)	-	-	-
Agency Total	22 C	(738)	(792)	(725)	(658)

Department of Youth & Community Development	City Personnel Increase/ (Decrease)	FY20	FY21	FY22	FY23
November Plan					
<u>Agency Accruals</u> Savings from agency-wide contract accruals.		(1,000)	-	-	-
Agency Total		(1,000)	-	-	-

Financial Information Services Agency	City Personnel Increase/ (Decrease)	FY20	FY21	FY22	FY23
November Plan					
<u>CityTime Consultants</u> FISA is projecting a surplus in their budget for CityTime consultants based on actual spending.		(45)	-	-	-
<u>OTPS Savings</u> Lower than expected spending on supplies and materials for the Alternate Data Center.		(150)	-	-	-
Agency Total		(195)	-	-	-

November 2019 Financial Plan

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

Fire Department	City Personnel Increase/ (Decrease)	FY20	FY21	FY22	FY23
November Plan					
<u>EMS Reimbursement Rate Increase</u>		(624)	(3,744)	-	-
The Department will raise EMS reimbursement rates to help offset costs.					
<u>Fire Prevention Revenue</u>		(1,336)	(1,336)	-	-
Additional revenue from an increase in collections of inspection fees.					
<u>Fringe Savings</u>		(1,642)	-	-	-
Use federal grant funds received by the Fire Department associated with fringe costs to offset City fringe expenditures.					
Agency Total		(3,602)	(5,080)	-	-

Housing Preservation and Development	City Personnel Increase/ (Decrease)	FY20	FY21	FY22	FY23
November Plan					
<u>AIRS Fee Revenue</u>		(71)	(71)	(71)	(71)
Revenue from the newly created Affordable Independent Residences for Seniors developer fee schedule.					
Agency Total		(71)	(71)	(71)	(71)

Landmarks Preservation Commission	City Personnel Increase/ (Decrease)	FY20	FY21	FY22	FY23
November Plan					
<u>Landmarks Permit Revenue Increase</u>		(100)	(100)	(100)	(100)
Revenue from changes in the permit application process.					
Agency Total		(100)	(100)	(100)	(100)

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

Law Department	City Personnel Increase/ (Decrease)	FY20	FY21	FY22	FY23
November Plan					
<u>Telecommunications Savings</u> Savings from deactivated telecommunications services.		-	(84)	-	-
<u>Additional Affirmative Litigation Revenue</u> Revenue from one-time settlement payments.		(7,367)	-	-	-
Agency Total		(7,367)	(84)	-	-

Mayor's Office of Contract Services	City Personnel Increase/ (Decrease)	FY20	FY21	FY22	FY23
November Plan					
<u>MOCS PS Savings</u> Savings achieved from vacancies.		(398)	-	-	-
Agency Total		(398)	-	-	-

Miscellaneous	City Personnel Increase/ (Decrease)	FY20	FY21	FY22	FY23
November Plan					
<u>Fringe Savings for DOC</u> Fringe Savings associated with closure of BKDC and EMTC.		(6,709)	(19,398)	(20,295)	(21,163)
<u>Fringe Benefit-Agency Savings</u> Fringe Benefit-Agency Savings.		(910)	-	-	-
Agency Total		(7,619)	(19,398)	(20,295)	(21,163)

NYC Emergency Management	City Personnel Increase/ (Decrease)	FY20	FY21	FY22	FY23
November Plan					
<u>PS Savings for Grant-funded Personnel</u> PS Savings for grant-funded personnel.		(103)	(206)	-	-
Agency Total		(103)	(206)	-	-

November 2019 Financial Plan

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

Office of Labor Relations	City Personnel Increase/ (Decrease)	FY20	FY21	FY22	FY23
November Plan					
<u>OLR OTPS Savings</u>		-	(107)	(107)	(107)
Savings achieved through computerization of agency processes.					
<u>OLR WorkWell Savings</u>		(239)	-	-	-
Savings achieved through delays in procurement.					
Agency Total		(239)	(107)	(107)	(107)

Office of Management and Budget	City Personnel Increase/ (Decrease)	FY20	FY21	FY22	FY23
November Plan					
<u>OMB OTPS Savings</u>		(90)	(90)	-	-
Savings from re-calculated Telecom and Technology Services needs.					
Agency Total		(90)	(90)	-	-

Office of Payroll Administration	City Personnel Increase/ (Decrease)	FY20	FY21	FY22	FY23
November Plan					
<u>OTPS Savings</u>		(11)	-	-	-
Projected surplus due to lower than expected usage in general operational costs.					
Agency Total		(11)	-	-	-

Office of the Mayor	City Personnel Increase/ (Decrease)	FY20	FY21	FY22	FY23
November Plan					
<u>Mayor's Office Savings</u>		(500)	-	-	-
Savings generated by PS accruals.					
Agency Total		(500)	-	-	-

November 2019 Financial Plan

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

Police Department	City Personnel Increase/ (Decrease)	FY20	FY21	FY22	FY23
November Plan					
<u>Additional Reimbursement for Protection of Foreign Missions and Officials</u> <u>(United Nation General Assembly)</u>		-	(6,000)	-	-
Federal reimbursement of costs related to protection of the UN, dignitaries, and consulates.					
<u>PS Savings</u>		-	(4,000)	-	-
Personal Services savings.					
Agency Total		-	(10,000)	-	-