

**The City of New York
Preliminary Budget
Fiscal Year 2020**

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Citywide Savings Program

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Citywide Savings Program Overview

The Citywide Savings Program in the FY20 Preliminary Budget 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 Preliminary Budget, OMB and City agencies have produced savings of \$1.0 billion in FY19 and FY20. This is in addition to \$592 million in the November Plan, for a total of \$1.6 billion through the implementation of 192 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.

Twenty-two of these savings initiatives are 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 Tax Levy dollars, directly contributing to closing the “gap” between expenses and revenues. Others savings initiatives allow the City to borrow less by lowering the Capital budget, lead to lower debt service costs or a reduction in cost that go into the Water Rate. Additionally, savings are broken out by how they are generated.

There are three broad categories:

- **Efficiencies** – Active changes to agency practices that improve the City’s finances without reducing service levels. This can be achieved by lowering total spending (either as budget savings or cost avoidance), or by optimizing grant claiming and revenue collection.
- **Re-estimates** – Recognition of changing circumstances such as lower than expected costs, unforeseen delays, or higher than anticipated reimbursements. While these savings stem from external factors, identifying and realizing them is a crucial part of the City’s prudent budgeting.
- **Service Reductions** – Expense savings derived from scaling back programs, either because of insufficient performance or due to lacking necessary funds. *There are no service reductions in the current Citywide Savings Program.*

Understanding Efficiencies

Finally, savings efficiencies are further categorized by the manner in which they are achieved. This breakdown does not focus on the technical category of spending reduced, but rather the type of activity that ultimately led to the efficiency.

There are five categories of efficiencies, which are broken down further into sub-categories. The definitions for these are laid out on the following page along with some examples. Additionally, the back of this publication provides an index that matches all efficiencies in the Citywide Savings Program to a category/sub-category of savings.

Business Process Redesign – Improving the order, structure, and flow of agency operations

- Coordination:
 - Inter- and intra-agency coordination to consolidate resources and remove duplicative services/functions, such as centralizing support resources like IT, procurement and HR
 - Different management structures can lead to work being completed more efficiently, such as arranging work by functions (e.g. Matrix management) or strategic sourcing
- Procurement
 - Regular review of contracts (e.g. breaking up or consolidating, extending or bidding out) in order to achieve savings
 - Achieving economies of scale by incorporating supply and material costs for future projects into a single contract proposal rather than purchasing through separate contracts

Reduce and Repurpose – Optimizing the use of physical goods and commodities

- Energy / Utilities: Reviewing energy usage and leveraging new technology
- Hardware / Resources: Analyzing hardware replacement vs. maintenance and developing a preventative maintenance program
- Paper / Digitization: Reducing waste by digitizing paper-based services

IT Solutions – Using technology to improve efficiency

- IT / Telecom:
 - Regular review of replacement schedules with cost analysis of replacement versus maintenance costs
 - Regular review of phone plans, software subscriptions, etc.

People and Space – Improving the deployment of staff and the usage of their workspace

- Space: Consolidating the City's space footprint, planning for future needs through central review
- Staffing: Making use of shifts and evaluating work locations and needs
- Insourcing: Shifting long-term tasks from contractors to City staff whenever possible

Reimbursements – Maximizing Federal, State, and Private grants and Miscellaneous revenue

- Grants: Maximizing State/Federal funding for City services and maintaining a robust legislative agenda
- Revenue: Streamlining public-facing processes to increase revenue or decrease staff time

I.

Summary Tables

Table 1
FY20 Preliminary: Summary by Agency

| | # of Initiatives | \$ in 000's | | | | |
|------------------------------------------------|------------------|---------------------|-----------------------|---------------------|---------------------|---------------------|
| | | <u>FY 2019</u> | <u>FY 2020</u> | <u>FY 2021</u> | <u>FY 2022</u> | <u>FY 2023</u> |
| Uniformed Forces | | | | | | |
| Fire Department | 1 | (\$ 5,000) | - | - | - | - |
| Department of Correction | 1 | (\$ 7,047) | (\$ 14,094) | (\$ 14,094) | (\$ 14,094) | (\$ 14,094) |
| Department of Sanitation | 3 | (\$ 2,013) | (\$ 27) | (\$ 2,760) | (\$ 14,671) | (\$ 30,576) |
| Subtotal | 5 | (\$ 14,060) | (\$ 14,121) | (\$ 16,854) | (\$ 28,765) | (\$ 44,670) |
| Health and Welfare | | | | | | |
| Administration for Children's Services | 1 | (\$ 27,776) | - | - | - | - |
| Department of Social Services | 3 | (\$ 166,066) | - | - | - | - |
| Department of Youth & Community Development | 1 | (\$ 4,900) | - | - | - | - |
| Department of Health & Mental Hygiene | 1 | (\$ 9,340) | - | - | - | - |
| Health and Hospitals Corporation | 1 | (\$ 152,319) | - | - | - | - |
| Subtotal | 7 | (\$ 360,401) | - | - | - | - |
| Other Agencies | | | | | | |
| Department of Buildings | 2 | (\$ 4,126) | (\$ 8,907) | - | - | - |
| Department of Citywide Administrative Services | 5 | (\$ 1,435) | (\$ 2,098) | (\$ 2,000) | (\$ 2,000) | (\$ 2,000) |
| Department of Consumer Affairs | 1 | (\$ 586) | (\$ 586) | (\$ 586) | (\$ 586) | (\$ 586) |
| Department of Environmental Protection | 2 | (\$ 969) | (\$ 799) | - | - | - |
| Department of Finance | 3 | (\$ 1,066) | (\$ 17,523) | (\$ 15,604) | (\$ 15,579) | (\$ 15,559) |
| Department of Probation | 1 | (\$ 2,093) | (\$ 1,551) | - | - | - |
| Department of Small Business Services | 4 | (\$ 1,315) | (\$ 267) | - | - | - |
| Department of Transportation | 8 | (\$ 15,778) | (\$ 8,096) | (\$ 2,198) | (\$ 2,205) | (\$ 2,061) |
| Housing Preservation and Development | 1 | (\$ 1,300) | (\$ 1,300) | - | - | - |
| Law Department | 1 | (\$ 6,996) | - | - | - | - |
| NYC Taxi & Limousine Commission | 2 | (\$ 741) | (\$ 1,761) | (\$ 1,000) | - | - |
| Office of the Mayor | 1 | (\$ 5,935) | - | - | - | - |
| All Other Agencies | 11 | (\$ 2,721) | (\$ 715) | (\$ 182) | (\$ 182) | (\$ 182) |
| Subtotal | 42 | (\$ 45,061) | (\$ 43,604) | (\$ 21,570) | (\$ 20,552) | (\$ 20,388) |
| Education | | | | | | |
| Department of Education | 6 | (\$ 4,351) | (\$ 89,258) | (\$ 89,258) | (\$ 51,258) | (\$ 51,258) |
| Subtotal | 6 | (\$ 4,351) | (\$ 89,258) | (\$ 89,258) | (\$ 51,258) | (\$ 51,258) |
| Other | | | | | | |
| Miscellaneous | 3 | (\$ 269,756) | (\$ 568) | - | - | - |
| Debt Service | 9 | (\$ 74,537) | (\$ 9,601) | (\$ 22,544) | (\$ 49,001) | (\$ 50,994) |
| Citywide Initiatives | 1 | (\$ 2,000) | (\$ 3,000) | (\$ 3,000) | (\$ 3,000) | (\$ 3,000) |
| Procurement Savings | 1 | - | (\$ 111,038) | (\$ 111,038) | (\$ 111,038) | (\$ 111,038) |
| Subtotal | 14 | (\$ 346,293) | (\$ 124,207) | (\$ 136,582) | (\$ 163,039) | (\$ 165,032) |
| CITYWIDE SAVINGS PROGRAM TOTAL | 74 | (\$ 770,166) | (\$ 271,189) | (\$ 264,264) | (\$ 263,614) | (\$ 281,349) |
| | | | (\$ 1,041,355) | | | |

Table 2
FY20 November + Preliminary: Summary by Agency

| | # of Initiatives | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 |
|-------------------------------------------------|------------------|-----------------------|---------------------|---------------------|---------------------|---------------------|
| Uniformed Forces | | | | | | |
| Fire Department | 3 | (\$ 8,128) | (\$ 977) | (\$ 977) | (\$ 977) | (\$ 977) |
| Department of Correction | 3 | (\$ 27,948) | (\$ 37,853) | (\$ 16,402) | (\$ 16,402) | (\$ 16,402) |
| Department of Sanitation | 5 | (\$ 8,526) | (\$ 9,451) | (\$ 3,110) | (\$ 15,021) | (\$ 30,926) |
| Subtotal | 11 | (\$ 44,603) | (\$ 48,280) | (\$ 20,489) | (\$ 32,400) | (\$ 48,305) |
| Health and Welfare | | | | | | |
| Administration for Children's Services | 4 | (\$ 37,745) | (\$ 2,764) | (\$ 2,764) | (\$ 2,764) | (\$ 2,764) |
| Department of Social Services | 5 | (\$ 175,516) | - | - | - | - |
| Department of Homeless Services | 1 | (\$ 292) | - | - | - | - |
| Department for the Aging | 1 | - | (\$ 281) | (\$ 281) | (\$ 281) | (\$ 281) |
| Department of Youth & Community Development | 2 | (\$ 4,900) | (\$ 548) | (\$ 548) | (\$ 548) | (\$ 548) |
| Department of Health & Mental Hygiene | 6 | (\$ 26,967) | (\$ 3,838) | (\$ 3,838) | (\$ 3,838) | (\$ 3,838) |
| Health and Hospitals Corporation | 1 | (\$ 152,319) | - | - | - | - |
| Subtotal | 20 | (\$ 397,739) | (\$ 7,430) | (\$ 7,430) | (\$ 7,430) | (\$ 7,430) |
| Other Agencies | | | | | | |
| Department of Buildings | 4 | (\$ 7,197) | (\$ 11,770) | (\$ 2,688) | (\$ 2,694) | (\$ 2,694) |
| Department of City Planning | 7 | (\$ 2,722) | (\$ 353) | (\$ 353) | (\$ 353) | (\$ 164) |
| Department of Citywide Administrative Services | 11 | (\$ 2,258) | (\$ 3,415) | (\$ 3,117) | (\$ 3,117) | (\$ 3,117) |
| Department of Environmental Protection | 6 | (\$ 1,797) | (\$ 2,518) | (\$ 868) | (\$ 868) | (\$ 868) |
| Department of Finance | 5 | (\$ 4,266) | (\$ 24,630) | (\$ 19,511) | (\$ 19,486) | (\$ 19,466) |
| Department of Information Technology & Telecom. | 3 | (\$ 1,845) | (\$ 344) | (\$ 344) | (\$ 344) | (\$ 344) |
| Department of Parks and Recreation | 4 | (\$ 7,500) | (\$ 6,224) | (\$ 2,264) | (\$ 2,264) | (\$ 2,264) |
| Department of Probation | 3 | (\$ 4,015) | (\$ 2,102) | (\$ 551) | (\$ 551) | (\$ 551) |
| Department of Small Business Services | 9 | (\$ 2,016) | (\$ 2,172) | (\$ 1,905) | (\$ 1,905) | (\$ 1,905) |
| Department of Transportation | 21 | (\$ 24,971) | (\$ 17,527) | (\$ 7,399) | (\$ 7,409) | (\$ 6,316) |
| Financial Information Services Agency | 4 | (\$ 1,290) | (\$ 978) | (\$ 758) | (\$ 758) | (\$ 758) |
| Housing Preservation and Development | 3 | (\$ 5,026) | (\$ 4,200) | - | - | - |
| Law Department | 3 | (\$ 14,521) | - | - | - | - |
| NYC Taxi & Limousine Commission | 4 | (\$ 1,574) | (\$ 3,259) | (\$ 1,804) | (\$ 804) | (\$ 804) |
| Office of the Mayor | 2 | (\$ 6,474) | - | - | - | - |
| All Other Agencies | 32 | (\$ 3,601) | (\$ 3,896) | (\$ 1,854) | (\$ 1,854) | (\$ 1,854) |
| Subtotal | 121 | (\$ 91,073) | (\$ 83,388) | (\$ 43,417) | (\$ 42,407) | (\$ 41,106) |
| Education | | | | | | |
| Department of Education | 14 | (\$ 57,689) | (\$ 133,587) | (\$ 133,587) | (\$ 95,587) | (\$ 95,587) |
| Subtotal | 14 | (\$ 57,689) | (\$ 133,587) | (\$ 133,587) | (\$ 95,587) | (\$ 95,587) |
| Other | | | | | | |
| Miscellaneous | 5 | (\$ 271,007) | (\$ 18,396) | (\$ 18,720) | (\$ 19,586) | (\$ 20,417) |
| Debt Service | 17 | (\$ 234,451) | (\$ 128,570) | (\$ 197,567) | (\$ 223,470) | (\$ 109,446) |
| Citywide Initiatives | 3 | (\$ 2,000) | (\$ 4,414) | (\$ 6,314) | (\$ 8,121) | (\$ 9,869) |
| Procurement Savings | 1 | - | (\$ 111,038) | (\$ 111,038) | (\$ 111,038) | (\$ 111,038) |
| Subtotal | 26 | (\$ 507,458) | (\$ 262,418) | (\$ 333,639) | (\$ 362,216) | (\$ 250,770) |
| CITYWIDE SAVINGS PROGRAM TOTAL | 192 | (\$ 1,098,561) | (\$ 535,103) | (\$ 538,562) | (\$ 540,040) | (\$ 443,198) |
| | | (\$ 1,633,664) | | | | |

Table 3
FY20 November + Preliminary: Savings by Type
\$ in 000's

| | # of Initiatives | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 |
|----------------------------------|-------------------------|-----------------------|---------------------|---------------------|---------------------|---------------------|
| Efficiencies | | | | | | |
| Business Process Redesign | | | | | | |
| Procurement | 2 | (\$ 2,000) | (\$ 3,000) | (\$ 3,500) | (\$ 3,500) | (\$ 3,500) |
| Coordination | 8 | (\$ 376,970) | (\$ 58,298) | (\$ 58,298) | (\$ 58,298) | (\$ 58,298) |
| Reduce and Repurpose | | | | | | |
| Energy / Utilities | - | - | - | - | - | - |
| Hardware / Resources | 1 | - | (\$ 353) | (\$ 353) | (\$ 353) | (\$ 353) |
| Paper / Digitization | - | - | - | - | - | - |
| IT Solutions | | | | | | |
| IT / Telecom | - | - | - | - | - | - |
| People and Space | | | | | | |
| Space | - | - | - | - | - | - |
| Staffing | 4 | (\$ 7,409) | (\$ 15,953) | (\$ 17,035) | (\$ 18,842) | (\$ 20,590) |
| Insourcing | 1 | (\$ 13) | (\$ 27) | (\$ 27) | (\$ 27) | (\$ 27) |
| Reimbursement | | | | | | |
| Grants | 1 | (\$ 371) | (\$ 371) | - | - | - |
| Revenue | 5 | (\$ 7,071) | (\$ 25,807) | (\$ 16,824) | (\$ 16,809) | (\$ 15,898) |
| Efficiencies Total | 22 | (\$ 393,833) | (\$ 103,808) | (\$ 96,038) | (\$ 97,829) | (\$ 98,666) |
| Re-estimate | | | | | | |
| Expense Re-estimate | 106 | (\$ 130,821) | (\$ 229,667) | (\$ 196,541) | (\$ 208,319) | (\$ 224,865) |
| Reimbursement Re-estimate | 47 | (\$ 339,457) | (\$ 73,058) | (\$ 48,416) | (\$ 10,422) | (\$ 10,221) |
| Debt Service | 17 | (\$ 234,451) | (\$ 128,570) | (\$ 197,567) | (\$ 223,470) | (\$ 109,446) |
| Re-estimates Total | 170 | (\$ 704,729) | (\$ 431,295) | (\$ 442,524) | (\$ 442,211) | (\$ 344,532) |
| TOTAL SAVINGS | 192 | (\$ 1,098,561) | (\$ 535,103) | (\$ 538,562) | (\$ 540,040) | (\$ 443,198) |
| % Efficiencies | | 35.8% | 19.4% | 17.8% | 18.1% | 22.3% |

II.

Savings Highlights

FY20 Preliminary Savings Highlights

Business Process Redesign

Changing government operations in areas such as procurement and coordination

- Health + Hospitals (H+H) through right-sizing their workforce and improving their revenue cycle was able to significantly improve their financial position while maintaining and enhancing services provided. This improved financial position allowed them to satisfy an outstanding payment due to the City from prior years generating savings in the City's budget.
- The Department of Education (DOE) has identified savings in the central division's budget for professional development due to consolidating the use of trainings.
- **Citywide:** The Department of Citywide Administrative Services (DCAS) has conducted lease audits that resulted in recoupments that were previously reflected as cost avoidance. Future recoupments will be reflected in the affected agencies' budgets.
- DOE will realize savings in the central division's budget for travel due to greater enforcement and oversight of policy.
- DOE will eliminate funding for small leadership development programs for administrators and teachers whose function continues to be served by other supports and strategies.

People and Space

Improving personnel deployment and using space more efficiently and effectively

- The Office of Labor Relations (OLR) will realize savings through the redeployment of staff due to computerization of paper-intensive processes.
- The Department of Correction (DOC) will realize additional savings from the closure of George Motchan Detention Center on Rikers Island.
- The Department of Sanitation (DSNY) will achieve savings by insourcing a laboratory technician position previously filled by a vendor.

Reimbursements

Maximizing Federal, State, and Private grants and Miscellaneous revenue

- The Department of Finance (DOF) will receive revenue from scaling up proactive outreach and enhancing the collections operations.
- The Department of Transportation (DOT) will realize additional revocable consents revenue from an update to the new smart grid agreement with Con Edison and other pending agreements for the outyears.
- DOF will add staffing to support enforcement of the Tax on Commercial Motor Vehicles and Vehicles for the Transportation of Passengers (CMVT) and Tax on Owners of Motor Vehicles (MVT).

III.

Savings Initiatives by Agency

FY20 November + Preliminary Initiatives

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

| Administration for Children's Services | City Personnel as of 6/30/20 | FY19 | FY20 | FY21 | FY22 | FY23 |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|-----------------|----------------|----------------|----------------|----------------|
| | Increase/ (Decrease) | | | | | |
| November Plan | | | | | | |
| <u>Agencywide Vacancy Reductions</u> Agencywide Vacancy Reductions. | (100) C | - | (2,764) | (2,764) | (2,764) | (2,764) |
| <u>Fringe Reimbursement - ACS</u> Federally negotiated fringe reimbursement rate will result in additional ACS revenues that offset City costs. | | (7,969) | - | - | - | - |
| <u>Head Start Realignment</u> Realignment of Head Start grant to properly reflect reimbursement of related lease costs. | | (2,000) | - | - | - | - |
| <u>Preliminary Budget</u> | | | | | | |
| <u>Prior-Year Revenue</u> Prior-year revenue. | | (27,776) | - | - | - | - |
| Agency Total | (100) C | (37,745) | (2,764) | (2,764) | (2,764) | (2,764) |

| Board of Correction | City Personnel as of 6/30/20 | FY19 | FY20 | FY21 | FY22 | FY23 |
|--------------------------------------------------------|-----------------------------------------|-------------|-------------|-------------|-------------|-------------|
| | Increase/ (Decrease) | | | | | |
| November Plan | | | | | | |
| <u>Vacancy Reductions</u> Vacancy reduction. | (1) C | - | (78) | (78) | (78) | (78) |
| Agency Total | (1) C | - | (78) | (78) | (78) | (78) |

| City Clerk | City Personnel as of 6/30/20 | FY19 | FY20 | FY21 | FY22 | FY23 |
|---------------------------------------------------------------------------------------------------------------------|-----------------------------------------|--------------|-------------|-------------|-------------|-------------|
| | Increase/ (Decrease) | | | | | |
| November Plan | | | | | | |
| <u>OTPS Savings</u> The agency will achieve savings in FY19 by delaying the scanning of archived records. | | (176) | - | - | - | - |
| <u>Preliminary Budget</u> | | | | | | |
| <u>PS Savings</u> Savings achieved through delays in filling vacant positions. | | (176) | - | - | - | - |
| Agency Total | | (352) | - | - | - | - |

C = Civilian, P = Pedagogical, U = Uniform

FY20 November + Preliminary Initiatives

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

| Citywide Initiatives | City Personnel as of 6/30/20 <small>Increase/ (Decrease)</small> | FY19 | FY20 | FY21 | FY22 | FY23 |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|----------------|----------------|----------------|----------------|----------------|
| November Plan | | | | | | |
| <u>Auto Service Workers II</u> City agencies will reduce costs and create pathways for newly titled Auto Service Workers staff who will perform basic auto maintenance tasks. This initiative builds on previous savings initiatives to align City auto worker titles with industry best practices. | | - | (1,414) | (2,814) | (4,621) | (6,369) |
| <u>Consolidating Consultant Contracts</u> DCAS will create central Citywide consulting services contracts in place of multiple separate agency consulting contracts. This will save money through better pricing, increased oversight, and elimination of work overlap. | | - | - | (500) | (500) | (500) |
| Preliminary Budget | | | | | | |
| <u>Lease Auditing</u> DCAS has conducted lease audits that resulted in recoupments that were previously reflected as cost avoidance. Future recoupments will be reflected in the affected agencies' budgets. | | (2,000) | (3,000) | (3,000) | (3,000) | (3,000) |
| Citywide Total | | (2,000) | (4,414) | (6,314) | (8,121) | (9,869) |

| Conflicts of Interest Board | City Personnel as of 6/30/20 <small>Increase/ (Decrease)</small> | FY19 | FY20 | FY21 | FY22 | FY23 |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|-------------|-------------|----------|----------|----------|
| November Plan | | | | | | |
| <u>COIB Revenue</u> The COIB has increased the level of outreach and training into government ethics violations which will lead to increased enforcement and revenue. | | (25) | (25) | - | - | - |
| Agency Total | | (25) | (25) | - | - | - |

FY20 November + Preliminary Initiatives

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

| Debt Service | City Personnel as of 6/30/20 Increase/ (Decrease) | FY19 | FY20 | FY21 | FY22 | FY23 |
|---------------------------------------------------------------------------------|---------------------------------------------------------|----------|----------|-----------|-----------|----------|
| November Plan | | | | | | |
| <u>DASNY HHC Refunding</u> DASNY HHC Refunding. | | (25,600) | (22,365) | (22,345) | (22,145) | - |
| <u>GO Earnings on Proceeds</u> GO Earnings on Proceeds. | | - | 250 | 25 | (575) | (450) |
| <u>GO Projected Debt Service</u> GO Projected Debt Service. | | - | (1,445) | (5,925) | (4,546) | 7,874 |
| <u>GO Refunding & Reoffering</u> GO Refunding & Reoffering. | | (23,975) | (22,797) | (22,721) | (24,559) | (814) |
| <u>GO Swap Payments</u> GO Swap Payments. | | (3,625) | - | - | - | - |
| <u>GO Swap Receipts</u> GO Swap Receipts. | | 7,970 | - | - | - | - |
| <u>GO Variable Rate Interest</u> GO Variable Rate Interest. | | (51,562) | (3,232) | (2,586) | (1,940) | (1,298) |
| <u>TFA Retention</u> TFA Retention. | | (63,122) | (69,380) | (121,472) | (120,704) | (63,763) |
| Preliminary Budget | | | | | | |
| <u>GO Interest Earnings</u> GO interest earnings. | | 1,944 | 325 | 475 | 50 | (1,075) |
| <u>GO New Money Debt Service</u> GO new money debt service. | | 20,959 | 46,290 | 67,712 | 67,742 | 71,110 |
| <u>GO Reoffering Impact</u> GO reoffering impact. | | 923 | 7,727 | 7,727 | 6,727 | 1,563 |
| <u>GO Variable Rate Interest</u> GO variable rate interest. | | (44,049) | (1,063) | (1,063) | (1,063) | (1,020) |
| <u>GO Variable Rate Support Costs</u> GO variable rate support costs. | | (14,000) | - | - | - | - |

C = Civilian, P = Pedagogical, U = Uniform

FY20 November + Preliminary Initiatives

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

| Debt Service (continued) | City Personnel as of 6/30/20 Increase/ (Decrease) | FY19 | FY20 | FY21 | FY22 | FY23 |
|-----------------------------------------------------------------|------------------------------------------------------------------|------------------|------------------|------------------|------------------|------------------|
| <u>Projected GO New Money</u> Projected GO new money. | | (31,790) | (77,019) | (105,055) | (115,546) | (113,073) |
| <u>Swap Payments</u> Swap payments. | | (3,250) | (0) | (0) | (0) | (0) |
| <u>Swap Receipts</u> Swap receipts. | | 7,283 | - | - | - | - |
| <u>TFA Retention</u> TFA retention. | | (12,557) | 14,139 | 7,660 | (6,911) | (8,499) |
| Agency Total | | (234,451) | (128,570) | (197,567) | (223,470) | (109,446) |

| Department for the Aging | City Personnel as of 6/30/20 Increase/ (Decrease) | FY19 | FY20 | FY21 | FY22 | FY23 |
|---------------------------------------------------------------------------------------------------|------------------------------------------------------------------|-------------|--------------|--------------|--------------|--------------|
| <u>November Plan</u> <u>Vacancy Reductions</u> Agencywide vacancy reductions. | (7) C | - | (281) | (281) | (281) | (281) |
| Agency Total | (7) C | - | (281) | (281) | (281) | (281) |

| Department of Buildings | City Personnel as of 6/30/20 Increase/ (Decrease) | FY19 | FY20 | FY21 | FY22 | FY23 |
|-------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|-------------|-------------|-------------|-------------|-------------|
| <u>November Plan</u> <u>Increased Enforcement</u> DOB will increase penalty enforcement of unauthorized construction. | | (3,071) | (2,863) | (2,688) | (2,694) | (2,694) |
| <u>Vacancy Reductions</u> DOB vacancy reductions. | (35) C | - | - | - | - | - |
| <u>Preliminary Budget</u> <u>DOB PS Savings</u> Savings achieved from delayed hiring. | | (3,126) | (2,907) | - | - | - |

C = Civilian, P = Pedagogical, U = Uniform

FY20 November + Preliminary Initiatives

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

| Department of Buildings (continued) | City Personnel as of 6/30/20 Increase/ (Decrease) | FY19 | FY20 | FY21 | FY22 | FY23 |
|--------------------------------------------------------------------------|---------------------------------------------------------|----------------|-----------------|----------------|----------------|----------------|
| Increased Penalty Enforcement | | (1,000) | (6,000) | - | - | - |
| Revenue from increased penalty enforcement of unauthorized construction. | | | | | | |
| Agency Total | (35) C | (7,197) | (11,770) | (2,688) | (2,694) | (2,694) |

| Department of City Planning | City Personnel as of 6/30/20 Increase/ (Decrease) | FY19 | FY20 | FY21 | FY22 | FY23 |
|-----------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|----------------|--------------|--------------|--------------|--------------|
| November Plan | | | | | | |
| <u>DCP Reg Plan HC Conversion</u> | (2) C | (95) | (190) | (190) | (190) | - |
| Use federal Community Development Block Grant resources instead of City Tax Levy to fund DCP Regional Planning staff. | | | | | | |
| <u>EIS Budget Savings 1</u> | | (1,000) | - | - | - | - |
| DCP will achieve savings through the re-estimation of EIS funding in FY19. | | | | | | |
| <u>EIS Budget Savings 2</u> | | (600) | - | - | - | - |
| DCP will achieve savings through the re-estimation of EIS funding in FY19. | | | | | | |
| <u>PS Accruals</u> | | (200) | - | - | - | - |
| DCP will achieve savings through PS accruals. | | | | | | |
| <u>Vacancy Reductions</u> | (2) C | - | (164) | (164) | (164) | (164) |
| Vacancy reductions. | | | | | | |
| Preliminary Budget | | | | | | |
| <u>Environmental Consulting Re-estimates</u> | | (603) | - | - | - | - |
| Savings achieved through EIS re-estimates. | | | | | | |
| <u>PS Savings</u> | | (225) | - | - | - | - |
| Savings achieved from delayed hiring. | | | | | | |
| Agency Total | (4) C | (2,722) | (353) | (353) | (353) | (164) |

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FY20 November + Preliminary Initiatives

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

| Department of Citywide Administrative Services | City Personnel as of 6/30/20 Increase/ (Decrease) | FY19 | FY20 | FY21 | FY22 | FY23 |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|----------------|----------------|----------------|----------------|----------------|
| November Plan | | | | | | |
| <u>Demand Response Rebate</u> DCAS will receive incentive payments for installing energy conservation measures at a Rikers Island Cogeneration Plant. | | - | (200) | - | - | - |
| <u>Fringe Reimbursement - DCAS</u> NY State will reimburse DCAS for Court Officers Training Academy staff fringe benefits. | | (153) | (306) | (306) | (306) | (306) |
| <u>Reimbursement for Annuity Payments</u> NY State will reimburse DCAS for the cost of annuities paid to court facilities staff. | | (300) | (300) | (300) | (300) | (300) |
| <u>Reimbursement for Learning and Development Staff</u> The agency will realize savings due to a re-estimate of PS expenses. | (3) C | (340) | (340) | (340) | (340) | (340) |
| <u>Reimbursement for Overhead</u> NY State will reimburse DCAS for overhead associated with Court Officers Training Academy staff. | | (30) | (60) | (60) | (60) | (60) |
| <u>Vacancy Reductions</u> Vacancy reductions across the agency. | (26) C | - | (110) | (110) | (110) | (110) |
| Preliminary Budget | | | | | | |
| <u>Change Management Contract</u> Re-estimate due to delay in contract procurement for change management services. | | (900) | - | - | - | - |
| <u>OTPS Savings</u> Savings due to a re-estimate of OTPS expenses. | | - | (98) | - | - | - |
| <u>PS Savings</u> Savings achieved through delays in filling vacant positions at the Board of Standards and Appeals. | | (96) | - | - | - | - |
| <u>PS Savings</u> Savings associated with headcount reduction. | | - | (2,000) | (2,000) | (2,000) | (2,000) |
| <u>Roof Patching Contracting</u> Re-estimate due to delay in contract procurement for ongoing roof patching. | | (439) | - | - | - | - |
| Agency Total | (29) C | (2,258) | (3,415) | (3,117) | (3,117) | (3,117) |

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FY20 November + Preliminary Initiatives

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

| Department of Consumer Affairs | City Personnel as of 6/30/20 Increase/ (Decrease) | FY19 | FY20 | FY21 | FY22 | FY23 |
|------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|--------------|--------------|--------------|--------------|--------------|
| November Plan | | | | | | |
| <u>PS Accruals</u> PS accruals. | | (250) | (250) | - | - | - |
| <u>Vacancy Reductions</u> Vacancy Reduction. | (6) C | - | - | - | - | - |
| <u>Preliminary Budget</u> | | | | | | |
| <u>Sidewalk Cafe Fees</u> Additional sidewalk cafe revenue from increased collections of consent fees. | | (586) | (586) | (586) | (586) | (586) |
| Agency Total | (6) C | (836) | (836) | (586) | (586) | (586) |

| Department of Correction | City Personnel as of 6/30/20 Increase/ (Decrease) | FY19 | FY20 | FY21 | FY22 | FY23 |
|-------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| November Plan | | | | | | |
| <u>PS Accruals</u> PS accruals. | | (20,901) | (21,451) | - | - | - |
| <u>Vacancy Reductions</u> Vacancy reduction. | (230) C | - | (2,308) | (2,308) | (2,308) | (2,308) |
| <u>Preliminary Budget</u> | | | | | | |
| <u>Uniformed Position Reductions</u> Additional savings from closure of George Motchan Detention Center on Rikers Island. | (179) U | (7,047) | (14,094) | (14,094) | (14,094) | (14,094) |
| Agency Total | (179) U (230) C | (27,948) | (37,853) | (16,402) | (16,402) | (16,402) |

| Department of Cultural Affairs | City Personnel as of 6/30/20 Increase/ (Decrease) | FY19 | FY20 | FY21 | FY22 | FY23 |
|---------------------------------------------------------------------------------------------------------|---------------------------------------------------------|-------|-------|------|------|------|
| November Plan | | | | | | |
| <u>PS Savings</u> The agency will achieve savings through delays in filling vacant positions. | | (100) | (100) | - | - | - |

C = Civilian, P = Pedagogical, U = Uniform

FY20 November + Preliminary Initiatives

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

| Department of Cultural Affairs (continued) | City Personnel as of 6/30/20 Increase/ (Decrease) | FY19 | FY20 | FY21 | FY22 | FY23 |
|----------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|--------------|--------------|--------------|--------------|--------------|
| <u>Vacancy Reductions</u> Vacancy reductions. | (2) C | - | (142) | (142) | (142) | (142) |
| <u>Preliminary Budget PS Savings</u> The agency will achieve savings through delays in filling vacant positions. | | (102) | (95) | - | - | - |
| Agency Total | (2) C | (202) | (337) | (142) | (142) | (142) |

| Department of Design and Construction | City Personnel as of 6/30/20 Increase/ (Decrease) | FY19 | FY20 | FY21 | FY22 | FY23 |
|-----------------------------------------------------------------------------------------|---------------------------------------------------------|----------|-------------|-------------|-------------|-------------|
| <u>November Plan Vacancy Reductions</u> Vacancy reductions across the agency. | (1) C | - | (17) | (17) | (17) | (17) |
| Agency Total | (1) C | - | (17) | (17) | (17) | (17) |

| Department of Education | City Personnel as of 6/30/20 Increase/ (Decrease) | FY19 | FY20 | FY21 | FY22 | FY23 |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|----------|----------|----------|----------|----------|
| <u>November Plan Eliminate Holdover Allocations</u> Eliminates funding for a small program that supports professional facilitation for administrators and teachers. | | (410) | (816) | (816) | (816) | (816) |
| <u>OTPS Surplus</u> Savings achieved by eliminating OTPS surplus. | | - | (20,000) | (20,000) | (20,000) | (20,000) |
| <u>School Consolidations</u> Savings from the consolidation of 13 schools as of the end of the 2017-2018 school year. Savings are generated from consolidating overhead costs. | | (3,728) | (3,728) | (3,728) | (3,728) | (3,728) |
| <u>Prior Year State Aid Revenue</u> Savings related to additional revenue from FY14 due to a NY State Education Department correction. | | (15,800) | - | - | - | - |
| <u>Program Re-estimate</u> Baselined savings from a re-estimate of annual program expenses. | | - | (3,538) | (3,538) | (3,538) | (3,538) |

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FY20 November + Preliminary Initiatives

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

| Department of Education (continued) | City Personnel as of 6/30/20 Increase/ (Decrease) | FY19 | FY20 | FY21 | FY22 | FY23 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|-----------------|------------------|------------------|-----------------|-----------------|
| <u>SCA Construction Revenue</u> Savings related to capital revenue from prior years. | | (25,800) | - | - | - | - |
| <u>School Food Surplus</u> Savings related to the expansion of universal lunch. | | (7,600) | (7,600) | (7,600) | (7,600) | (7,600) |
| <u>Vacancy Reductions</u> Vacancy reductions in administrative areas. | (80) C | - | (8,647) | (8,647) | (8,647) | (8,647) |
| <u>Preliminary Budget</u> | | | | | | |
| <u>Central Budget Reductions - PD</u> Efficiencies in central division's budget for professional development due to consolidating the use of trainings. | | - | (23,067) | (23,067) | (23,067) | (23,067) |
| <u>Central Budget Reductions - Travel</u> Efficiencies in central division's budget for travel due to greater enforcement and oversight of policy. | | (1,000) | (2,000) | (2,000) | (2,000) | (2,000) |
| <u>Consolidate Leadership Development Programming</u> Eliminates funding for small leadership development programs for administrators and teachers whose function continues to be served by other supports and strategies. | | (351) | (8,687) | (8,687) | (8,687) | (8,687) |
| <u>Legacy Teacher Supplement</u> Eliminates the Legacy Teacher Supplement Program which was created to support higher salaries of senior teachers during the transition to FSF and was scheduled to phase out as teachers retired or switched to new schools. | | - | (8,904) | (8,904) | (8,904) | (8,904) |
| <u>Renewal School Re-estimate</u> Baselined savings from a re-estimate of annual program expenses. | | (3,000) | (8,600) | (8,600) | (8,600) | (8,600) |
| <u>School Food Revenue</u> Increased revenue from expanded participation in the federal CEP food program. | | - | (38,000) | (38,000) | - | - |
| Agency Total | (80) C | (57,689) | (133,587) | (133,587) | (95,587) | (95,587) |

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FY20 November + Preliminary Initiatives

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

| Department of Environmental Protection | City Personnel as of 6/30/20 Increase/ (Decrease) | FY19 | FY20 | FY21 | FY22 | FY23 |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|----------------|----------------|--------------|--------------|--------------|
| November Plan | | | | | | |
| <u>Asbestos Report Fees</u> Increase in asbestos project reporting fees because of a recent Citywide increase in asbestos abatement projects and non-asbestos certifications. | | (750) | (800) | - | - | - |
| <u>Hydroelectric Property Tax Savings</u> Lower than forecasted property tax expenses for hydroelectric properties upstate. | | (78) | (50) | - | - | - |
| <u>Vacancy Reductions</u> Vacancy reductions. | (11) C | - | (868) | (868) | (868) | (868) |
| <u>Vacancy Reductions</u> Vacancy reductions. | (65) C | - | - | - | - | - |
| Preliminary Budget | | | | | | |
| <u>Contract Savings for Arterial Highway Catch Basin Cleaning</u> Underspending for highway catch basin cleaning contracts. | | (400) | (799) | - | - | - |
| <u>PS Surplus</u> Savings due to delays in filling vacant positions. | | (569) | - | - | - | - |
| Agency Total | (76) C | (1,797) | (2,518) | (868) | (868) | (868) |

| Department of Finance | City Personnel as of 6/30/20 Increase/ (Decrease) | FY19 | FY20 | FY21 | FY22 | FY23 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|---------|----------|----------|----------|----------|
| November Plan | | | | | | |
| <u>Increased Environmental Control Board Revenue</u> Increased collections following the launch of a settlement payment website, a change in some administrative procedures, and increased enforcement. | | (3,200) | (3,200) | - | - | - |
| <u>Vacancy Reductions</u> Vacancy Reductions. | (53) C | - | (3,907) | (3,907) | (3,907) | (3,907) |
| <u>Collections Modernization</u> Revenue from scaling up proactive outreach and enhancing collections operations. | | - | (15,000) | (15,000) | (15,000) | (15,000) |

C = Civilian, P = Pedagogical, U = Uniform

FY20 November + Preliminary Initiatives

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| Department of Finance (continued) | City Personnel as of 6/30/20 Increase/ (Decrease) | FY19 | FY20 | FY21 | FY22 | FY23 |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|----------------|-----------------|-----------------|-----------------|-----------------|
| Sheriff Road Unit | | (66) | (523) | (604) | (579) | (559) |
| Adds staffing to support enforcement of the Tax on Commercial Motor Vehicles and Vehicles for the Transportation of Passengers (CMVT) and Tax on Owners of Motor Vehicles (MVT). | | | | | | |
| Increase Tax Audit Revenue | | (1,000) | (2,000) | - | - | - |
| Increased tax audit revenue. | | | | | | |
| Agency Total | (53) C | (4,266) | (24,630) | (19,511) | (19,486) | (19,466) |

| Department of Health & Mental Hygiene | City Personnel as of 6/30/20 Increase/ (Decrease) | FY19 | FY20 | FY21 | FY22 | FY23 |
|-------------------------------------------------------------------------------------------------------|---------------------------------------------------------|-----------------|----------------|----------------|----------------|----------------|
| November Plan | | | | | | |
| OCME Stationary Engineers | 2 C | (127) | (127) | (127) | (127) | (127) |
| The Office of Chief Medical Examiner will hire two full time stationary engineers to reduce overtime. | | | | | | |
| Federal Salary Sharing | | (900) | (900) | (900) | (900) | (900) |
| Recognition of additional Federal Salary Sharing revenues. | | | | | | |
| Food and Incentives | | (300) | (300) | (300) | (300) | (300) |
| Reduced spending for food and incentives. | | | | | | |
| Prior-Year Medicaid Revenue | | (16,300) | - | - | - | - |
| Medicaid reimbursement for prior-year Early Intervention Services. | | | | | | |
| Vacancy Reductions | (65) C | - | (2,512) | (2,512) | (2,512) | (2,512) |
| Vacancy Reductions. | | | | | | |
| Preliminary Budget | | | | | | |
| Prior-Year Revenue | | (9,340) | - | - | - | - |
| Prior-Year Revenue. | | | | | | |
| Agency Total | (63) C | (26,967) | (3,838) | (3,838) | (3,838) | (3,838) |

C = Civilian, P = Pedagogical, U = Uniform

FY20 November + Preliminary Initiatives

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

| Department of Homeless Services | City Personnel as of 6/30/20 <small>Increase/ (Decrease)</small> | FY19 | FY20 | FY21 | FY22 | FY23 |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|--------------|----------|----------|----------|----------|
| November Plan | | | | | | |
| <u>Fringe Reimbursement - DHS</u> Federally negotiated fringe reimbursement rate will result in additional DHS revenues that offset City costs. | | (292) | - | - | - | - |
| Agency Total | | (292) | - | - | - | - |

| Department of Information Technology & Telecom. | City Personnel as of 6/30/20 <small>Increase/ (Decrease)</small> | FY19 | FY20 | FY21 | FY22 | FY23 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|----------------|--------------|--------------|--------------|--------------|
| November Plan | | | | | | |
| <u>MOME - Incentive Fund Savings</u> Savings from reducing costs of the Mayor's Office of Media and Entertainment (MOME) Incentive Fund programs. | | (345) | (344) | (344) | (344) | (344) |
| <u>Personal Services Savings</u> Personal Services savings accrued by vacant positions across the agency. | | (1,500) | - | - | - | - |
| <u>Vacancy Reductions</u> Vacancy Reductions. | (28) C | - | - | - | - | - |
| Agency Total | (28) C | (1,845) | (344) | (344) | (344) | (344) |

| Department of Investigation | City Personnel as of 6/30/20 <small>Increase/ (Decrease)</small> | FY19 | FY20 | FY21 | FY22 | FY23 |
|--------------------------------------------------------------------------|------------------------------------------------------------------------|--------------|--------------|----------|----------|----------|
| November Plan | | | | | | |
| <u>OTPS Reduction</u> Reduction in city tax levy OTPS funding. | | (463) | (486) | - | - | - |
| Agency Total | | (463) | (486) | - | - | - |

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FY20 November + Preliminary Initiatives

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

| Department of Parks and Recreation | City Personnel as of 6/30/20 Increase/ (Decrease) | FY19 | FY20 | FY21 | FY22 | FY23 |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|----------------|----------------|----------------|----------------|----------------|
| November Plan | | | | | | |
| <u>Citipostal Payment</u> Receipt of an additional year of rental payments for the CitiStorage property in North Brooklyn. | | - | (3,960) | - | - | - |
| <u>Hudson River Trust Insurance</u> Savings from a reduction in the cost estimate of state-mandated insurance coverage for Hudson River Park. | | - | (400) | (400) | (400) | (400) |
| <u>TBTA Revenue Transfer</u> DPR received capital funding from the Triborough Bridge Authority in exchange for vacating its Randall's Island facility. Parks will transfer \$7.5 million of these unspent funds from its capital budget to the general fund. | | (7,500) | - | - | - | - |
| <u>Vacancy Reductions</u> Vacancy reductions across the agency. | (34) C | - | (1,864) | (1,864) | (1,864) | (1,864) |
| Agency Total | (34) C | (7,500) | (6,224) | (2,264) | (2,264) | (2,264) |

| Department of Probation | City Personnel as of 6/30/20 Increase/ (Decrease) | FY19 | FY20 | FY21 | FY22 | FY23 |
|--------------------------------------------------------|---------------------------------------------------------|----------------|----------------|--------------|--------------|--------------|
| November Plan | | | | | | |
| <u>PS Accruals</u> PS accruals. | | (1,922) | - | - | - | - |
| <u>Vacancy Reductions</u> Vacancy reduction. | (11) C | - | (551) | (551) | (551) | (551) |
| Preliminary Budget | | | | | | |
| <u>PS Accruals</u> PS accruals. | | (2,093) | (1,551) | - | - | - |
| Agency Total | (11) C | (4,015) | (2,102) | (551) | (551) | (551) |

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FY20 November + Preliminary Initiatives

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

| Department of Records & Information Services | City Personnel as of 6/30/20 Increase/ (Decrease) | FY19 | FY20 | FY21 | FY22 | FY23 |
|---------------------------------------------------------------------------------------------------------|---------------------------------------------------------|--------------|-------------|-------------|-------------|-------------|
| November Plan | | | | | | |
| <u>PS Savings</u> The agency will achieve savings through delays in filling vacant positions. | | (155) | - | - | - | - |
| <u>Vacancy Reductions</u> Vacancy reductions across the agency. | (1) C | - | (31) | (31) | (31) | (31) |
| Agency Total | (1) C | (155) | (31) | (31) | (31) | (31) |

| Department of Sanitation | City Personnel as of 6/30/20 Increase/ (Decrease) | FY19 | FY20 | FY21 | FY22 | FY23 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|----------------|----------------|----------------|-----------------|-----------------|
| November Plan | | | | | | |
| <u>Landfill Gas - Environmental Attributes Credits</u> The Department of Sanitation will realize additional revenue connected to the sale of credits for landfill gas collected at Fresh Kills landfill. | | (6,163) | (9,074) | - | - | - |
| <u>Additional Composting Revenue</u> The Department of Sanitation will realize additional revenue from composting waste sales. | | (350) | (350) | (350) | (350) | (350) |
| <u>Preliminary Budget</u> | | | | | | |
| <u>Medical Division Insourcing</u> Savings by insourcing a laboratory technician position previously filled by a vendor. | 1 C | (13) | (27) | (27) | (27) | (27) |
| <u>Fresh Kills Landfill Post-Closure Costs</u> Post-closure costs at Fresh Kills Landfill are projected to be lower than previously budgeted. | | (2,000) | - | - | (11,000) | (35,000) |
| <u>Lease Adjustment</u> Adjustment to lease funding. | | - | - | (2,733) | (3,644) | 4,450 |
| Agency Total | 1 C | (8,526) | (9,451) | (3,110) | (15,021) | (30,926) |

C = Civilian, P = Pedagogical, U = Uniform

FY20 November + Preliminary Initiatives

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

| Department of Small Business Services | City Personnel as of 6/30/20 Increase/ (Decrease) | FY19 | FY20 | FY21 | FY22 | FY23 |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|----------------|----------------|----------------|----------------|----------------|
| November Plan | | | | | | |
| <u>Eff Savings OTPS</u> SBS will achieve savings by aligning the business services budget with updated out year spending projections. | | - | (1,445) | (1,445) | (1,445) | (1,445) |
| <u>Eff Savings OTPS WDD</u> SBS will achieve savings in the current year in the Workforce Development Division. | | (125) | - | - | - | - |
| <u>Efficiency Savings - PS</u> SBS will achieve savings in the current year through delayed hiring. | | (375) | - | - | - | - |
| <u>MOER Savings - Jumpstart</u> The Mayor's Office of Environmental Remediation (OER) will have lower than expected funding needs for its Jumpstart program. | | (200) | - | - | - | - |
| <u>Vacancy Reductions</u> Vacancy reductions. | (7) C | - | (460) | (460) | (460) | (460) |
| <u>Preliminary Budget</u> | | | | | | |
| <u>OER Savings</u> OER will realize savings from unclaimed Brownfield grants. | | (55) | (40) | - | - | - |
| <u>PS efficiency savings - January Plan</u> Savings achieved in the current year through delayed hiring. | | (530) | - | - | - | - |
| <u>Re-estimate - Workforce Development</u> Re-estimate to align the workforce development division's budget with updated spending projections. | | (487) | - | - | - | - |
| <u>TGI Savings</u> TGI will realize savings from a revenue offset achieved by private fundraising efforts. | | (243) | (227) | - | - | - |
| Agency Total | (7) C | (2,016) | (2,172) | (1,905) | (1,905) | (1,905) |

C = Civilian, P = Pedagogical, U = Uniform

FY20 November + Preliminary Initiatives

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

| Department of Social Services | City Personnel as of 6/30/20 Increase/ (Decrease) | FY19 | FY20 | FY21 | FY22 | FY23 |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|------------------|------|------|------|------|
| November Plan | | | | | | |
| <u>Administrative Vacancy Reductions</u> Administrative vacancy reductions. | (69) C | - | - | - | - | - |
| <u>Fringe Reimbursement - HRA</u> Federally negotiated fringe reimbursement rate will result in additional HRA revenues that offset City costs. | | (9,450) | - | - | - | - |
| <u>Preliminary Budget</u> | | | | | | |
| <u>Medicaid Reimbursement</u> Prior year Medicaid reimbursement. | | (89,917) | - | - | - | - |
| <u>Prior Year Revenue</u> Prior year revenue without an associated receivable. | | (66,000) | - | - | - | - |
| <u>Prior Year Revenue</u> Revenue settlements for prior year claims. | | (10,149) | - | - | - | - |
| Agency Total | (69) C | (175,516) | - | - | - | - |

| Department of Transportation | City Personnel as of 6/30/20 Increase/ (Decrease) | FY19 | FY20 | FY21 | FY22 | FY23 |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|-------|-------|-------|-------|-------|
| November Plan | | | | | | |
| <u>Con Edison</u> Revenue from a new smart grid agreement with Con Edison to increase the number of its equipment structures placed on DOT's street light poles. | | (680) | (741) | (744) | (747) | - |
| <u>In-house Concrete Savings</u> DOT will realize savings by insourcing some concrete production by using recently purchased concrete mixers and in-house crews instead of buying concrete from private vendors. | | - | (353) | (353) | (353) | (353) |
| <u>Bridge Flag Repairs Funding Switch</u> Eligible bridge flag repairs will be charged to state grants. | | (705) | (806) | (201) | (201) | - |
| <u>Congestion Plan Implementation Savings</u> Surplus due to hiring delays and re-estimate of consultant services. | | (375) | (250) | - | - | - |

C = Civilian, P = Pedagogical, U = Uniform

FY20 November + Preliminary Initiatives

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

| Department of Transportation (continued) | City Personnel as of 6/30/20 Increase/ (Decrease) | FY19 | FY20 | FY21 | FY22 | FY23 |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|---------|---------|---------|---------|---------|
| <u>Cost Reductions Related to Implementing Parking Rate Change</u> DOT refined their staffing need and will reprogram parking meters to implement parking rate changes on a compressed schedule, resulting in lower reprogramming costs. | (3) C | (605) | (150) | (150) | (150) | (150) |
| <u>Highway Markings Funding Switch</u> Federal Highway Administration funding will support recessed markings installation on highways. | | (1,000) | (1,000) | - | - | - |
| <u>PS Surplus Due to Hiring Delay</u> Delay in hiring electricians pending the release of the electricians' civil service list. | | (368) | - | - | - | - |
| <u>Re-Estimate of HIQA Revenue</u> Revenue from summons issuance to utility companies for performing non-compliant work on City streets. | | (2,300) | (2,300) | (2,300) | (2,300) | (2,300) |
| <u>Re-estimate of Security and Cleaning Contracts for Pedestrian Ramp Facilities</u> Due to delays in securing new space for the pedestrian ramp program expansion, the budget for security and cleaning contracts tied to the new space has been re-estimated. | | (359) | - | - | - | - |
| <u>Re-Estimate of Street Opening Permit Revenue</u> Revenue from additional Street Opening permits due to sustained construction activity and an increase in infrastructure upgrades. | | (2,225) | (2,225) | (1,125) | (1,125) | (1,125) |
| <u>Speed Humps Funding Switch</u> Speed hump work will be charged to state grants. | | (249) | (1,279) | - | - | - |
| <u>Staten Island Ferry Funding Shift</u> Use Statewide Mass Transportation Operating Assistance (STOA) funding to help fund City's Staten Island Ferry operating expenses. | | (327) | (327) | (327) | (327) | (327) |
| <u>Vacancy Reductions</u> Vacancy Reductions. | (52) C | - | - | - | - | - |
| <u>Preliminary Budget</u> | | | | | | |
| <u>Revocable Consents</u> Additional revocable consents revenue from an update to the new smart grid agreement with Con Edison and other pending agreements for the outyears. | | (162) | (469) | (476) | (483) | (339) |
| <u>Adjustment of Resurfacing Staff Funding</u> Switch capitally eligible resurfacing support staff from tax levy funded to IFA funded positions. | (7) C | (361) | (722) | (722) | (722) | (722) |

C = Civilian, P = Pedagogical, U = Uniform

FY20 November + Preliminary Initiatives

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

| Department of Transportation (continued) | City Personnel as of 6/30/20 Increase/ (Decrease) | FY19 | FY20 | FY21 | FY22 | FY23 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|-----------------|-----------------|----------------|----------------|----------------|
| <u>Bikeshare Revenue</u> Occupancy, sponsorship and ridership revenue from the Bikeshare program. | | (451) | (25) | - | - | - |
| <u>Markings Surplus</u> Less than anticipated spending in the markings budget. | | (866) | (1,270) | - | - | - |
| <u>NYCWiN Replacement Reestimate</u> Re-estimate of NYCWiN replacement costs in FY 2019. | | (8,740) | - | - | - | - |
| <u>Pay By Cell Contract Savings</u> Surplus funding in the pay-by-cell contract. | | - | (931) | - | - | - |
| <u>Re-estimate of Building Permit Revenue</u> Revenue from additional Sidewalk Interruption permits resulting from sustained construction activity. | | (500) | (1,000) | (1,000) | (1,000) | (1,000) |
| <u>Re-Estimate of Street Opening Permit Revenue</u> Revenue from additional Street Opening permits due to sustained construction activity and an increase in infrastructure upgrades. | | (4,698) | (3,679) | - | - | - |
| Agency Total | (62) C | (24,971) | (17,527) | (7,399) | (7,409) | (6,316) |

| Department of Youth & Community Development | City Personnel as of 6/30/20 Increase/ (Decrease) | FY19 | FY20 | FY21 | FY22 | FY23 |
|------------------------------------------------------------------------|---------------------------------------------------------|----------------|--------------|--------------|--------------|--------------|
| <u>November Plan</u> | | | | | | |
| <u>Vacancy Reductions</u> Administrative vacancy reductions. | (9) C | - | (548) | (548) | (548) | (548) |
| <u>Preliminary Budget</u> | | | | | | |
| <u>Agency Accruals</u> Agency accruals. | | (4,900) | - | - | - | - |
| Agency Total | (9) C | (4,900) | (548) | (548) | (548) | (548) |

C = Civilian, P = Pedagogical, U = Uniform

FY20 November + Preliminary Initiatives

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

| Financial Information Services Agency | City Personnel as of 6/30/20 <small>Increase/ (Decrease)</small> | FY19 | FY20 | FY21 | FY22 | FY23 |
|---------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|----------------|--------------|--------------|--------------|--------------|
| November Plan | | | | | | |
| Postage Savings Lower than expected postage usage due to electronic fund transfer (EFT) enrollment. | | - | (220) | - | - | - |
| PS Savings The agency will achieve savings through delays in filling vacant positions. | | (290) | - | - | - | - |
| Vacancy Reductions Vacancy Reductions. | (7) C | - | (758) | (758) | (758) | (758) |
| Preliminary Budget | | | | | | |
| IT Contracting Re-estimate due to delay in contract procurement for hardware and software products. | | (1,000) | - | - | - | - |
| Agency Total | (7) C | (1,290) | (978) | (758) | (758) | (758) |

| Fire Department | City Personnel as of 6/30/20 <small>Increase/ (Decrease)</small> | FY19 | FY20 | FY21 | FY22 | FY23 |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|----------------|--------------|--------------|--------------|--------------|
| November Plan | | | | | | |
| Lease Adjustment Savings from re-estimate of the lease budget. | | (977) | (977) | (977) | (977) | (977) |
| Vacancy Adjustment Savings from vacant civilian positions. | | (2,151) | - | - | - | - |
| Preliminary Budget | | | | | | |
| Fringe Savings Federal funds received by the Fire Department associated with fringe costs will be directed to the Miscellaneous Budget, offsetting City fringe expenditures. | | (5,000) | - | - | - | - |
| Agency Total | | (8,128) | (977) | (977) | (977) | (977) |

C = Civilian, P = Pedagogical, U = Uniform

FY20 November + Preliminary Initiatives

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

| Health and Hospitals Corporation | City Personnel as of 6/30/20 Increase/ (Decrease) | FY19 | FY20 | FY21 | FY22 | FY23 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|------------------|----------|----------|----------|----------|
| Preliminary Budget | | | | | | |
| H+H Reimbursement H+H through right-sizing their workforce and improving their revenue cycle was able to significantly improve their financial position while maintaining and enhancing services provided. This improved financial position allowed them to satisfy an outstanding payment due to the City from prior years generating savings in the City's budget. | | (152,319) | - | - | - | - |
| Agency Total | | (152,319) | - | - | - | - |

| Housing Preservation and Development | City Personnel as of 6/30/20 Increase/ (Decrease) | FY19 | FY20 | FY21 | FY22 | FY23 |
|--------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|----------------|----------------|----------|----------|----------|
| November Plan | | | | | | |
| Negotiated Sales HPD will realize additional revenue from one-time asset sales. | | (826) | - | - | - | - |
| Three Quarter Housing Surplus HPD will realize tax levy savings for the Three-Quarter Housing shelter program. | | (2,900) | (2,900) | - | - | - |
| Preliminary Budget | | | | | | |
| Three-Quarter Housing Surplus Tax levy savings for the Three-Quarter Housing shelter program. | | (1,300) | (1,300) | - | - | - |
| Agency Total | | (5,026) | (4,200) | - | - | - |

| Landmarks Preservation Commission | City Personnel as of 6/30/20 Increase/ (Decrease) | FY19 | FY20 | FY21 | FY22 | FY23 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|------|------|------|------|------|
| November Plan | | | | | | |
| Increased Revenue from Landmark Permits Revenue from an increase in permit applications due to ongoing economic development activity throughout the City and the expansion of landmark protection to additional buildings. | | (94) | (90) | (90) | (90) | (90) |

FY20 November + Preliminary Initiatives

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

| Landmarks Preservation Commission (continued) | City Personnel as of 6/30/20 Increase/ (Decrease) | FY19 | FY20 | FY21 | FY22 | FY23 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|--------------|--------------|--------------|--------------|--------------|
| Preliminary Budget | | | | | | |
| Increased Revenue from Landmark Permits Revenue from an increase in permit applications due to ongoing economic development activity throughout the City and the expansion of landmark protection to additional buildings. | | (100) | (100) | (100) | (100) | (100) |
| Agency Total | | (194) | (190) | (190) | (190) | (190) |

| Law Department | City Personnel as of 6/30/20 Increase/ (Decrease) | FY19 | FY20 | FY21 | FY22 | FY23 |
|-----------------------------------------------------------------------------------------------------|---------------------------------------------------------|-----------------|----------|----------|----------|----------|
| November Plan | | | | | | |
| Additional Affirmative Litigation Revenue Revenue from a one-time settlement payment. | | (7,525) | - | - | - | - |
| Vacancy Reductions Vacancy Reductions. | (11) C | - | - | - | - | - |
| Preliminary Budget | | | | | | |
| Additional Affirmative Litigation R.E. Revenue Revenue from one-time settlement payments. | | (6,996) | - | - | - | - |
| Agency Total | (11) C | (14,521) | - | - | - | - |

| Miscellaneous | City Personnel as of 6/30/20 Increase/ (Decrease) | FY19 | FY20 | FY21 | FY22 | FY23 |
|-------------------------------------------------------------------------------|---------------------------------------------------------|---------|----------|----------|----------|----------|
| November Plan | | | | | | |
| Fringe Benefits Savings Fringe Benefits Savings. | | (1,251) | - | - | - | - |
| Fringe Vacancy Reductions Fringe savings due to vacancy reductions. | | - | (17,829) | (18,720) | (19,586) | (20,417) |

C = Civilian, P = Pedagogical, U = Uniform

FY20 November + Preliminary Initiatives

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

| Miscellaneous (continued) | City Personnel as of 6/30/20 Increase/ (Decrease) | FY19 | FY20 | FY21 | FY22 | FY23 |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|------------------|-----------------|-----------------|-----------------|-----------------|
| Preliminary Budget | | | | | | |
| <u>H+H Reimbursement</u> H+H through right-sizing their workforce and improving their revenue cycle was able to significantly improve their financial position while maintaining and enhancing services provided. This improved financial position allowed them to satisfy an outstanding payment due to the City from prior years generating savings in the City's budget. | | (219,162) | - | - | - | - |
| <u>Fringe Benefit Adjustment</u> Fringe Benefit Adjustment. | | (50,000) | - | - | - | - |
| <u>Fringe Savings</u> Fringe Savings. | | (594) | (568) | - | - | - |
| Agency Total | | (271,007) | (18,396) | (18,720) | (19,586) | (20,417) |

| NYC Emergency Management | City Personnel as of 6/30/20 Increase/ (Decrease) | FY19 | FY20 | FY21 | FY22 | FY23 |
|---------------------------------------------------------------------------|---------------------------------------------------------|----------|--------------|--------------|--------------|--------------|
| November Plan | | | | | | |
| <u>Vacancy Reductions</u> Vacancy reductions across the agency. | (1) C | - | (107) | (107) | (107) | (107) |
| Agency Total | (1) C | - | (107) | (107) | (107) | (107) |

| NYC Taxi & Limousine Commission | City Personnel as of 6/30/20 Increase/ (Decrease) | FY19 | FY20 | FY21 | FY22 | FY23 |
|----------------------------------------------------------------------------------|---------------------------------------------------------|-------|-------|-------|-------|-------|
| November Plan | | | | | | |
| <u>Hiring Delay</u> Savings due to delays in filling vacant positions. | | (833) | (694) | - | - | - |
| <u>Vacancy Reductions</u> Vacancy Reductions. | (72) C | - | (804) | (804) | (804) | (804) |

C = Civilian, P = Pedagogical, U = Uniform

FY20 November + Preliminary Initiatives

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

| NYC Taxi & Limousine Commission (continued) | City Personnel as of 6/30/20 Increase/ (Decrease) | FY19 | FY20 | FY21 | FY22 | FY23 |
|------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|----------------|----------------|----------------|--------------|--------------|
| Preliminary Budget | | | | | | |
| Green Grant Adjustment Accessible Street Hail Livery (ASHL) Grant adjustment due to lower than anticipated demand. | | - | (1,000) | (1,000) | - | - |
| Hiring Delay Savings due to delays in filling vacant positions. | | (741) | (761) | - | - | - |
| Agency Total | (72) C | (1,574) | (3,259) | (1,804) | (804) | (804) |

| Office of Administrative Tax Appeals | City Personnel as of 6/30/20 Increase/ (Decrease) | FY19 | FY20 | FY21 | FY22 | FY23 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|--------------|--------------|--------------|--------------|--------------|
| November Plan | | | | | | |
| Property Assessment Revenue Revenue from filing fees due to an increase in property assessment review applications. | | (80) | (82) | - | - | - |
| Vacancy Reductions Vacancy reductions across the agency. | (1) C | - | (98) | (98) | (98) | (98) |
| Preliminary Budget | | | | | | |
| Property Assessment Revenue Additional revenue from filing fees due to an increase in the number of property assessment review applications. | | (81) | (82) | (82) | (82) | (82) |
| Agency Total | (1) C | (161) | (262) | (180) | (180) | (180) |

| Office of Administrative Trials & Hearings | City Personnel as of 6/30/20 Increase/ (Decrease) | FY19 | FY20 | FY21 | FY22 | FY23 |
|--------------------------------------------------------------------|---------------------------------------------------------|----------|----------|----------|----------|----------|
| November Plan | | | | | | |
| Vacancy Reductions Vacancy reductions across the agency. | (7) C | - | - | - | - | - |
| Agency Total | (7) C | - | - | - | - | - |

C = Civilian, P = Pedagogical, U = Uniform

FY20 November + Preliminary Initiatives

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

| Office of Labor Relations | City Personnel as of 6/30/20 <small>Increase/ (Decrease)</small> | FY19 | FY20 | FY21 | FY22 | FY23 |
|-------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|--------------|--------------|------|------|------|
| November Plan | | | | | | |
| <u>OLR PS Savings</u> The agency will achieve savings through delays in filling vacant positions. | | (85) | - | - | - | - |
| Preliminary Budget | | | | | | |
| <u>OLR PS Savings</u> PS savings through redeployment of staff due to computerization of paper-intensive processes. | | (235) | (318) | - | - | - |
| Agency Total | | (320) | (318) | - | - | - |

| Office of Management and Budget | City Personnel as of 6/30/20 <small>Increase/ (Decrease)</small> | FY19 | FY20 | FY21 | FY22 | FY23 |
|------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|--------------|--------------|------|------|------|
| November Plan | | | | | | |
| <u>OMB Rent Savings</u> OMB will employ non-City funds to cover a portion of its rent budget. | | (371) | (371) | - | - | - |
| <u>OMB OTPS Savings</u> The agency will realize savings from reductions in its agency wide training expenses. | | (25) | (25) | - | - | - |
| <u>OMB PS Savings</u> The agency will realize savings from reductions in full-year positions, terminal leave, differentials, and overtime. | | (50) | (50) | - | - | - |
| Agency Total | | (446) | (446) | - | - | - |

FY20 November + Preliminary Initiatives

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

| Office of Payroll Administration | City Personnel as of 6/30/20 Increase/ (Decrease) | FY19 | FY20 | FY21 | FY22 | FY23 |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|--------------|--------------|--------------|--------------|--------------|
| November Plan | | | | | | |
| <u>OTPS Savings</u> OPA's current stock of data processing equipment will allow the agency to defer replacement of select equipment in FY 2019 and FY 2020. | | (60) | (120) | - | - | - |
| <u>PS Savings</u> The agency will achieve savings through delays in filling vacant positions. | | (189) | - | - | - | - |
| <u>Vacancy Reductions</u> Vacancy Reductions. | (6) C | - | (523) | (523) | (523) | (523) |
| <u>Preliminary Budget</u> | | | | | | |
| <u>OTPS Savings</u> Savings from the agency's professional computer services budget. | | (80) | - | - | - | - |
| Agency Total | (6) C | (329) | (643) | (523) | (523) | (523) |

| Office of the Actuary | City Personnel as of 6/30/20 Increase/ (Decrease) | FY19 | FY20 | FY21 | FY22 | FY23 |
|------------------------------------------------------------------------------------------|---------------------------------------------------------|--------------|--------------|----------|----------|----------|
| Preliminary Budget | | | | | | |
| <u>PS Savings</u> Savings achieved through delays in filling vacant positions. | | (109) | (110) | - | - | - |
| Agency Total | | (109) | (110) | - | - | - |

| Office of the Mayor | City Personnel as of 6/30/20 Increase/ (Decrease) | FY19 | FY20 | FY21 | FY22 | FY23 |
|------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|----------------|----------|----------|----------|----------|
| November Plan | | | | | | |
| <u>Mayor's Office PS Accruals</u> PS accruals. | | (539) | - | - | - | - |
| <u>Preliminary Budget</u> | | | | | | |
| <u>CIP Savings</u> Savings associated with lowering the cost of insurance policy claims that were previously paid. | | (5,935) | - | - | - | - |
| Agency Total | | (6,474) | - | - | - | - |

C = Civilian, P = Pedagogical, U = Uniform

FY20 November + Preliminary Initiatives

Initiatives with gray shading are efficiencies - changes to agency practices that decrease City spending without reducing service. \$ in 000's.

| Procurement Savings | City Personnel as of 6/30/20 | FY19 | FY20 | FY21 | FY22 | FY23 |
|-------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|-------------------------------------|-------------|-------------|-------------|-------------|
| | | <small>Increase/ (Decrease)</small> | | | | |
| Preliminary Budget | | | | | | |
| <u>Procurement Savings</u> | | - | (111,038) | (111,038) | (111,038) | (111,038) |
| Agencies will procure goods and services with greater efficiency through improved management and will reduce the City's OTPS costs. | | | | | | |
| Agency Total | | - | (111,038) | (111,038) | (111,038) | (111,038) |

| Public Administrator - Queens County | City Personnel as of 6/30/20 | FY19 | FY20 | FY21 | FY22 | FY23 |
|---------------------------------------------|-----------------------------------------|-------------------------------------|-------------|-------------|-------------|-------------|
| | | <small>Increase/ (Decrease)</small> | | | | |
| Preliminary Budget | | | | | | |
| <u>PS Accruals</u> | | (10) | (10) | - | - | - |
| PS accruals. | | | | | | |
| Agency Total | | (10) | (10) | - | - | - |

Efficiencies By Type

Business Process Redesign: Coordination

| | |
|------------------------------------------------|----|
| Department of Education | |
| Eliminate Holdover Allocations | 19 |
| OTPS Surplus | 19 |
| School Consolidations | 19 |
| Central Budget Reductions - PD | 20 |
| Central Budget Reductions - Travel | 20 |
| Consolidate Leadership Development Programming | 20 |
| Health and Hospitals Corporation | |
| H+H Reimbursement | 31 |
| Miscellaneous | |
| H+H Reimbursement | 33 |

Business Process Redesign: Procurement

| | |
|------------------------------------|----|
| Citywide Initiatives | |
| Consolidating Consultant Contracts | 13 |
| Lease Auditing | 13 |

People and Space: Insourcing

| | |
|-----------------------------|----|
| Department of Sanitation | |
| Medical Division Insourcing | 25 |

Reduce and Repurpose: Hardware / Resources

| | |
|------------------------------|----|
| Department of Transportation | |
| In-house Concrete Savings | 27 |

People and Space: Staffing

| | |
|---------------------------------------|----|
| Citywide Initiatives | |
| Auto Service Workers II | 13 |
| Department of Correction | |
| Uniformed Position Reductions | 18 |
| Department of Health & Mental Hygiene | |
| OCME Stationary Engineers | 22 |
| Office of Labor Relations | |
| OLR PS Savings | 35 |

Reimbursement: Grants

| | |
|---------------------------------|----|
| Office of Management and Budget | |
| OMB Rent Savings | 35 |

Reimbursement: Revenue

| | |
|-------------------------------------------------|----|
| Department of Finance | |
| Collections Modernization | 21 |
| Sheriff Road Unit | 22 |
| Department of Sanitation | |
| Landfill Gas - Environmental Attributes Credits | 25 |
| Department of Transportation | |
| Con Edison | 27 |
| Revocable Consents | 28 |