

The City of New York
November 2016 Financial Plan

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Citywide Savings Program

November 2016

Table of Contents

I. Summary

Citywide Savings Program	D-1
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II. CITYWIDE SAVINGS PROGRAM

<u>Agency Name</u>	<u>Page No.</u>	<u>Agency Name</u>	<u>Page No.</u>
Administration for Children's Services	5	Department of Transportation	15
Administrative Tax Appeals	27	Department of Youth and Community Development	7
Board of Correction	31	Equal Employ Practices Comm	35
City Clerk	32	Financial Information Services Agency	33
Citywide Savings Initiatives	23	Fire Department	2
Civil Service Commission	36	Housing Preservation and Development	11
Debt Service	21	Landmarks Preservation Comm.	37
Department for the Aging	9	Law Department	28
Department of City Planning	29	Miscellaneous	20
Department of Citywide Administrative Services	18	NYC Taxi and Limousine Comm	38
Department of Consumer Affairs	44	Office of Collective Bargaining	39
Department of Correction	3	Office of Payroll Administration	34
Department of Cultural Affairs	10	Office of the Actuary	25
Department of Education	19	Police Department	1
Department of Emergency Management	26	Procurement Savings	24
Department of Environmental Protection	12		
Department of Finance	14		
Department of Health and Mental Hygiene	8		
Department of Information Technology and Telecom.	43		
Department of Investigation	30		
Department of Parks and Recreation	17		
Department of Probation	40		
Department of Sanitation	4		
Department of Small Business Services	41		
Department of Social Services	6		

I.

Summary

Finding Savings and Making Effective Use of City Dollars

The Citywide Savings Plan in the November Update 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.

The Administration is focused on policies and actions that promote savings. In 2014, collaborative negotiations with our workforce led to a restructure of the City's decades-old health plans, and resulted in savings of \$3.4 billion through FY18, and \$1.3 billion annually thereafter. Policies implemented this year have saved New Yorkers \$1.8 billion since the January 2016 Preliminary Budget.

Serving as a steward 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 four strategies to drive savings: redesigning business practices, reducing use and repurposing assets, implementing IT solutions, and improving in the use of City space and deployment of personnel.

This Savings Plan includes:

- Replacing street lights in parks and highways across the City with longer-lasting LED luminaires.
- Paying less for wastewater treatment chemicals while maintaining water quality.
- Decommissioning of old IT equipment and eliminating redundant software.
- Planning for an anticipated increase in ridership on the Staten Island Ferry by allowing lower level boarding at the Whitehall Ferry Terminal, rather than adding costly additional trips. This change enhances rider convenience, and will not impact scheduling.
- Hiring of new staff and additional consulting resources at Department of Citywide Administrative Services (DCAS) to help administer civil service exams and make them ADA compliant, while continuing efforts to reduce provisional staff.
- Reducing the use of paper checks to pay City vendors and employees.
- Revamping policies at the DCAS to promote car sharing expansion, requiring inter-agency transfer of vehicles that still have a useful life in order to minimize unnecessary purchases, and reducing the number of rental vehicles.

The Savings Plan includes Debt Service Savings of \$151 million in FY17, \$33million in FY18, \$72 million in FY19 and \$83million in FY20, as we continue to aggressively reduce our costs of borrowing.

And, we continue to evaluate agency program needs, enabling cost reestimates that contribute significantly to the Savings Plan. This process has been part of every OMB effort to reduce out-year gaps.

The Administration is committed to maintaining the City's financial health through fiscal responsibility, and innovative planning. We will continue down this path, and remain focused on making life better for every New York City resident.

Citywide Savings Program
(City Funds - \$ in 000's)

	FY 2017	FY 2018	FY 2019	FY 2020
Uniformed Forces:				
Police	\$ -	\$ (3,600)	\$ (3,600)	\$ (3,600)
Fire	(1,120)	(4,478)	(4,478)	(4,478)
Correction	(13,563)	-	-	-
Sanitation	(66,691)	(15,305)	(9,000)	(9,000)
Health and Welfare:				
Administration for Children's Services	(28,332)	(28,332)	(28,332)	(28,332)
Social Services	(70,725)	(4,431)	(4,431)	(4,431)
Department for the Aging	(1,000)	-	-	-
Youth and Community Development	(745)	-	-	-
Health and Mental Hygiene	(30,385)	(5,568)	(5,220)	(5,220)
Other Agencies:				
Housing Preservation and Development	(784)	(784)	(784)	(784)
Finance	(2,650)	(2,843)	(2,843)	(2,843)
Transportation	(8,760)	(3,485)	(8,499)	(8,728)
Parks and Recreation	-	(387)	(387)	(387)
Citywide Administrative Services	(1,207)	(1,207)	(1,207)	(1,207)
All Other Agencies	(29,808)	(24,237)	(14,822)	(12,734)
Education:				
Department of Education	(44,475)	(34,475)	(34,475)	(34,475)
Other:				
Citywide Savings Initiatives	-	(12,000)	(16,000)	(16,000)
Miscellaneous	(239,938)	(83,167)	(93,167)	(93,167)
Debt Service	(150,539)	(33,391)	(72,258)	(83,306)
Procurement Savings	-	(55,519)	(55,519)	(55,519)
Total Citywide Savings Program	\$ (690,722)	\$ (313,209)	\$ (355,022)	\$ (364,211)

Citywide Savings Program
(City Funds - \$ in 000's)

	FY 2017	FY 2018	FY 2019	FY 2020
All Other Agencies				
Office of the Actuary	\$ (54)	\$ (74)	\$ (74)	\$ (74)
Emergency Management	(538)	(116)	(87)	(58)
Administrative Tax Appeals	(50)	(51)	(51)	(51)
Law Department	(3,183)	-	-	-
City Planning	(303)	(257)	(246)	(247)
Investigation	(22)	(22)	(22)	(22)
Board of Correction	(31)	(31)	(31)	(31)
City Clerk	(68)	(68)	(68)	(68)
Cultural Affairs	(110)	-	-	-
FISA	(1,057)	(1,120)	(1,120)	(1,120)
Payroll Administration	(164)	(177)	(177)	(177)
Equal Employment Practices	(10)	(11)	(11)	(11)
Civil Service Commission	-	(11)	(11)	(11)
Landmarks Preservation	(100)	(100)	(100)	(100)
Taxi & Limousine Commission	(801)	(169)	(169)	(169)
Collective Bargaining	(3)	(3)	(3)	(3)
Probation	(138)	-	-	-
Small Business Services	(2,803)	(2,445)	(2,419)	(2,369)
Environmental Protection	(16,665)	(14,600)	(5,251)	(3,241)
DOITT	(3,342)	(4,607)	(4,607)	(4,607)
Department of Consumer Affairs	(366)	(375)	(375)	(375)
Total All Other Agencies	\$ (29,808)	\$ (24,237)	\$ (14,822)	\$ (12,734)

II.

Citywide Savings Program

CITYWIDE SAVINGS PROGRAM

Description	City Personnel Plan as of 6/30/18 Increase/(Decrease)	(City Funds in 000's)			
		2017	2018	2019	2020
Police Department					
<u>Athletic Events Reimbursement</u> Revenue derived from fees charged by the NYPD for traffic management at annual non-charitable athletic events will be included in out year budget estimates.		--	(3,600)	(3,600)	(3,600)
Subtotal:		--	(3,600)	(3,600)	(3,600)

CITYWIDE SAVINGS PROGRAM

Description	City Personnel Plan as of 6/30/18 Increase/(Decrease)	(City Funds in 000's)			
		2017	2018	2019	2020
Fire Department					
<u>EMS Reimbursement Rate Increase</u> The Department will raise EMS reimbursement rates to help offset costs.		(1,120)	(4,478)	(4,478)	(4,478)
Subtotal:		(1,120)	(4,478)	(4,478)	(4,478)

CITYWIDE SAVINGS PROGRAM

Description	City Personnel Plan as of 6/30/18 Increase/(Decrease)	(City Funds in 000's)			
		2017	2018	2019	2020
Department of Correction					
<u>Programming Procurement Accruals</u> OTPS accruals as a result of contracting delays for some programming services.		(2,843)	--	--	--
<u>Delayed Civilian Hiring</u> PS accruals as a result of delayed civilian hiring across multiple titles including trades titles and administrative positions.		(10,720)	--	--	--
Subtotal:		(13,563)	--	--	--

CITYWIDE SAVINGS PROGRAM

Description	City Personnel Plan as of 6/30/18 Increase/(Decrease)	(City Funds in 000's)			
		2017	2018	2019	2020
Department of Sanitation					
<u>Landfill Gas - Environmental Attribute Credits</u> DSNY will realize additional revenue connected to the sale of landfill gas produced at Fresh Kills landfill.		(10,682)	(3,000)	--	--
<u>Waste Export Surplus</u> DSNY will realize waste export contract savings due to delays in the establishment of long-term waste export contracts.		(25,000)	--	--	--
<u>Marine Transfer Station Staffing Delay</u> DSNY will realize savings due to delays in marine transfer stations becoming operational.	(64) U (24) C	(4,009)	(3,305)	--	--
<u>Landfill Closure</u> DSNY will realize savings due to lower than expected closure construction costs for the final mound to be remediated at Fresh Kills. The Section 1/9 construction contract was awarded for less than the engineer's estimate. Additionally, some work to be performed in FY17 will be pushed to later years.		(27,000)	(9,000)	(9,000)	(9,000)
Subtotal:	(64) U (24) C	(66,691)	(15,305)	(9,000)	(9,000)

CITYWIDE SAVINGS PROGRAM

Description	City Personnel Plan as of 6/30/18 Increase/(Decrease)	(City Funds in 000's)			
		2017	2018	2019	2020
Administration for Children's Services					
<u>Revenue Realignment</u> Increased State and federal revenues resulting from improvement in cost allocation rates over time.		(28,332)	(28,332)	(28,332)	(28,332)
Subtotal:		(28,332)	(28,332)	(28,332)	(28,332)

CITYWIDE SAVINGS PROGRAM

Description	City Personnel Plan as of 6/30/18 Increase/(Decrease)	(City Funds in 000's)			
		2017	2018	2019	2020
Department of Social Services					
<u>Health Insurance Outreach Consolidation</u> Health insurance outreach will be consolidated within other divisions.	(8) C	--	(713)	(713)	(713)
<u>Prior Year Revenue</u> One-time revenue settlements for prior year claims without an open receivable.		(70,725)	--	--	--
<u>Storage Services</u> HRA will generate savings by contracting with vendors directly, reducing annual costs by over 40 percent.		--	(3,718)	(3,718)	(3,718)
Subtotal:	(8) C	(70,725)	(4,431)	(4,431)	(4,431)

CITYWIDE SAVINGS PROGRAM

Description	City Personnel Plan as of 6/30/18 Increase/(Decrease)	(City Funds in 000's)			
		2017	2018	2019	2020
Department of Youth and Community Development					
<u>Hiring Delay Savings</u> Savings from hiring delays in the current year.		(745)	--	--	--
Subtotal:		(745)	--	--	--

CITYWIDE SAVINGS PROGRAM

Description	City Personnel Plan as of 6/30/18 Increase/(Decrease)	(City Funds in 000's)			
		2017	2018	2019	2020
Department of Health and Mental Hygiene					
<u>OCME PS Accruals</u> Savings on personnel costs from staff on unpaid leave.		(385)	(347)	--	--
<u>Funding Shifts</u> Shift of eligible contractual and staffing costs to grant funding.	(6) C	--	(1,228)	(1,228)	(1,228)
<u>Administrative Savings</u> DOHMH will reduce administrative and contractual spending as a result of improved hiring and system upgrades. This includes savings in IT and general OTPS such as travel, supplies and training.		--	(611)	(611)	(611)
<u>Overtime Reductions</u> Reduction in overtime for various programs within the Division of Disease Control.		--	(185)	(185)	(185)
<u>Vacancy Reductions</u> DOHMH will eliminate vacant part-time and full-time positions based on assessment of staffing needs.	(62) C	--	(3,196)	(3,196)	(3,196)
<u>Prior Year Revenue</u> One time revenue settlements for prior year claims without an open receivable.		(30,000)	--	--	--
Subtotal:	(68) C	(30,385)	(5,567)	(5,220)	(5,220)

CITYWIDE SAVINGS PROGRAM

Description	City Personnel Plan as of 6/30/18 Increase/(Decrease)	(City Funds in 000's)			
		2017	2018	2019	2020
Department for the Aging					
<u>Hiring Delay Savings</u> Savings from hiring delays in the current year.		(1,000)	--	--	--
Subtotal:		(1,000)	--	--	--

CITYWIDE SAVINGS PROGRAM

Description	City Personnel Plan as of 6/30/18 Increase/(Decrease)	(City Funds in 000's)			
		2017	2018	2019	2020
Department of Cultural Affairs					
<u>DCLA PS Savings</u> DCLA will realize salary savings due to vacant positions in the current fiscal year.		(110)	--	--	--
Subtotal:		(110)	--	--	--

CITYWIDE SAVINGS PROGRAM

Description	City Personnel Plan as of 6/30/18 Increase/(Decrease)	(City Funds in 000's)			
		2017	2018	2019	2020
Housing Preservation and Development					
<u>Neighborhood Restore Savings</u> HPD will achieve tax levy savings in FY17 and the out years by reducing operating funding to Neighborhood Restore. Neighborhood Restore will be reimbursed for work on the Third Party Transfer program through the Capital budget.		(400)	(400)	(400)	(400)
<u>PS Savings</u> HPD will achieve tax levy savings in FY17 and the out years upon assessment that service levels can be maintained with the existing headcount.		(384)	(384)	(384)	(384)
Subtotal:		(784)	(784)	(784)	(784)

CITYWIDE SAVINGS PROGRAM

Description	City Personnel Plan as of 6/30/18 Increase/(Decrease)	(City Funds in 000's)			
		2017	2018	2019	2020
Department of Environmental Protection					
<p><u>Wastewater Treatment Chemical Savings</u> Maintain water quality and effect savings by purchasing less expensive lower-concentrate wastewater treatment chemical.</p>		(5,000)	(3,500)	--	--
<p><u>Savings from New Contract for Wastewater Effluent Treatment</u> Savings realized by splitting the contract for Wastewater Treatment Plant effluent disinfectant into 3 regions resulting in increased competition and better prices. Contract savings are based on 3/1/17-2/28/19 duration.</p>		(1,082)	(2,814)	--	--
<p><u>Croton Water Filtration Plant Sulfuric Acid Reduction</u> Croton Water Filtration Plant operations have determined that sulfuric acid is not required to achieve mandated compliance limits.</p>		(901)	(901)	(901)	(901)
<p><u>Croton Water Filtration Plant Polyaluminum Chloride Reduction</u> Croton Water Filtration Plant operations have determined that polyaluminum chloride is not required to achieve mandated compliance limits.</p>		(285)	(285)	(285)	(285)
<p><u>Catch Basin Inspection Savings</u> In accordance with new mandates, DEP must inspect all catch basins at a minimum of once per year. Staffing needs for annual catch basin inspections have been re-evaluated resulting in lower costs.</p>		(764)	(764)	(764)	--
<p><u>Elimination of Inefficient Pilot Program</u> DEP initiated a pilot program four years ago to reduce the utilization of backhoe contracts by renting mini excavators and thereby achieving OTPS savings. The pilot program was deemed inefficient, and DEP has returned to using backhoes, and taken steps to promote competitive bidding in backhoe contracts.</p>		(555)	(555)	(555)	(555)
<p><u>Improved Competition for IT/Telecom Contracts</u> The Office of Information Technology (OIT) has changed the procurement method for Voice over Internet Protocol and paging systems to an open competitive bid, resulting in more competition and savings.</p>		(599)	--	--	--

CITYWIDE SAVINGS PROGRAM

Description	City Personnel Plan as of 6/30/18 Increase/(Decrease)	(City Funds in 000's)			
		2017	2018	2019	2020
Department of Environmental Protection					
<p><u>Lower Upstate Taxes</u> DEP receives a yearly reduction in the assessed value of the Neversink Reservoir property as the result of a 2014 litigation settlement. The value will be reduced by \$200K per year through FY27, and will remain at that level through FY34.</p>		(212)	(217)	(217)	(217)
<p><u>Delays in Contract Procurement for Catch Basin Cleaning on Arterial Highways</u> Given different requirements for working on State-owned arterial highways, DEP will need to procure a standalone contract to clean highway catch basins, rather than using existing contracts designed for sewer cleaning on City streets. This change will delay contract registration.</p>		(2,406)	--	--	--
<p><u>Water Reuse Grant Program Re-estimate</u> As part of the Citywide Water Demand Management Plan (WDMP), the on-site Water Reuse Grant program is designed to target water efficiency in the commercial, mixed use, and multifamily residential sectors. Given delays in finalizing the legal language for the grants, DEP anticipates receiving fewer applications and will underspend the budget for this program.</p>		(500)	(500)	--	--
<p><u>Lower Green Infrastructure Maintenance Costs</u> The DEP has diversified its green infrastructure program to focus on retrofits to publicly owned property. The DEP will construct rain gardens, porous pavements, green roofs, stormwater reuse systems, and other green infrastructure in parks, schools, and public housing developments. These coordinated projects are less maintenance intensive than originally planned.</p>		(4,360)	(5,064)	(2,529)	(1,283)
Subtotal:		(16,664)	(14,600)	(5,251)	(3,241)

CITYWIDE SAVINGS PROGRAM

Description	City Personnel Plan as of 6/30/18 Increase/(Decrease)	(City Funds in 000's)			
		2017	2018	2019	2020
Department of Finance					
<p><u>PS Accruals</u> DOF has reviewed its forecast for personnel spending, and estimates an available reduction of \$500,000 in FY17 and out. Savings will be achieved in full-time salaries, differentials, and overtime.</p>		(500)	(500)	(500)	(500)
<p><u>Expanded Parking Fraud Reinstatement Unit</u> The Department of Finance investigates dismissals of parking summonses that may have been fraudulently obtained. If fraudulent activity is proven, DOF has the ability to impose additional penalties under NYS vehicle and traffic law. DOF will expand its Parking Fraud Unit to handle additional and increasingly complex reinstatement cases. The associated expenses will be offset by additional revenues.</p>	2 C	(150)	(343)	(343)	(343)
<p><u>Increase in Tax Audit Revenue</u> During the FY17 Adopted financial plan, Finance received eighteen new City Tax Auditor positions. These additional audit resources are estimated to result in an additional \$2M in audit revenue.</p>		(2,000)	(2,000)	(2,000)	(2,000)
Subtotal:	2 C	(2,650)	(2,843)	(2,843)	(2,843)

CITYWIDE SAVINGS PROGRAM

Description	City Personnel Plan as of 6/30/18 Increase/(Decrease)	(City Funds in 000's)			
		2017	2018	2019	2020
Department of Transportation					
<p><u>Con Edison Transformer Revenue</u> Con Edison has a revocable consent agreement with DOT for electrical transformers located on City property. The agreement between Con Edison and DOT expired at the end of FY14. The new 20-year contract (from FY15 - FY35) includes a year-over-year increase of 2.176%. This amount represents the incremental percentage increase for FY15 and FY16.</p>		(2,482)	--	--	--
<p><u>Install LED Lights on Highways and in Parks</u> DOT will replace 29,814 High Pressure Sodium lights with LED luminaires. This initiative will replace lights in parks citywide and lights along highways not covered under the ongoing LED program. The associated capital costs (\$16.6M) are already included in the Capital Plan.</p>		--	(127)	(423)	(500)
<p><u>Headcount Reduction after Pay-by-Cell Implementation</u> DOT is working with the NYPD to implement "Pay By Cell," which will allow users to pay for parking using their smart phones. DOT expects commercial parking users to switch from pre-loaded parking cards to Pay By Cell once it becomes available. As a result, DOT expects to be able to phase out the Parking Card Unit by FY19.</p>		--	--	(1,707)	(1,707)
<p><u>Parking - Queensboro Hall Field</u> The new Queensboro Hall Municipal Field will serve the Queens Borough Hall, State Courthouse, local business, and the community with 300 parking spaces that will be operational from Monday through Saturday, from 6AM to 10PM and controlled by 10 muni spaced meters. Construction is scheduled to be completed by October 2017.</p>		--	(468)	(671)	(671)
<p><u>Eliminate Overtime for Holiday Towing Coverage</u> DOT provides towing services for DOT, DEP, DoHMH, and DOE vehicles. The DOT will make staffing adjustments to reduce overtime given the low demand for towing services</p>		(41)	(41)	(41)	(41)

CITYWIDE SAVINGS PROGRAM

Description	City Personnel Plan as of 6/30/18	(City Funds in 000's)			
	Increase/(Decrease)	2017	2018	2019	2020
Department of Transportation					
<p><u>Realizing State Revenues for Ferry Service</u> DOT receives Statewide Mass Transportation Operating Assistance (STOA) for the Staten Island Ferry from New York State DOT. Based on a revenue reconciliation covering the last several years, additional State revenue will be realized against FY17. Additionally, the out-year budget will be adjusted to reflect the amount expected based on the State's Enacted Budget for SFY2016-2017.</p>		(6,237)	(1,885)	(1,885)	(1,885)
<p><u>Reduction in Bridge Operators due to Bridge Conversion</u> The Mill Basin Bridge is being converted from a moveable bridge to a fixed bridge. Bridge Operator positions to open and close the bridge will no longer be needed. The Bridge Operators currently working at this bridge will be reduced through attrition or reassigned to vacancies at other moveable bridges starting in FY19.</p>		--	--	(162)	(325)
<p><u>Lower Level Boarding at Whitehall Ferry Terminal</u> Ridership of the Staten Island Ferry is expected to increase as a result of new development on the North Shore of Staten Island. Permitting ferry passengers to board on the boats' lower levels in Manhattan during peak times would increase boarding efficiency, and avoid the necessity of scheduling additional trips, which would increase personnel and operations costs.</p>	4 C	--	607	607	617
<p><u>Manhattan Meter Expansion</u> DOT will reduce traffic congestion with additional parking meters and parking meter hours in heavily congested areas. This includes two initiatives in the Upper East Side to address congestion tied to truck loading and unloading: install additional commercial parking meters between 58th and 70th Street and extend commercial meter hours on portions of Lexington Avenue to cover the early morning (7am to 10am). To address congestion in the Midtown core, commercial parking meters between 34th Street and 42nd Street will be converted to dual meters for passenger use during weekday evenings and Saturdays.</p>		--	(1,572)	(4,216)	(4,216)
Subtotal:	4 C	(8,760)	(3,486)	(8,498)	(8,728)

C = Civilian, P = Pedagogical, U = Uniform

CITYWIDE SAVINGS PROGRAM

Description	City Personnel Plan as of 6/30/18 Increase/(Decrease)	(City Funds in 000's)			
		2017	2018	2019	2020
Department of Parks and Recreation					
<u>New Concession Opportunities</u> DPR will earn additional revenue from the commencement of nine new concessions operating on Parks property by the end of FY18.		--	(387)	(387)	(387)
Subtotal:		--	(387)	(387)	(387)

CITYWIDE SAVINGS PROGRAM

Description	City Personnel Plan as of 6/30/18 Increase/(Decrease)	(City Funds in 000's)			
		2017	2018	2019	2020
Department of Citywide Administrative Services					
<u>Reduction in Exam School Rentals</u> DCAS will achieve annual savings through a reduction in school rentals as an increasing number of civil service exams are administered in Computerized Application-Based Testing Centers (CTACs).		(50)	(50)	(50)	(50)
<u>Savings from Leases for 141 Livingston and the Civic Center</u> DCAS will realize savings by eliminating surplus lease funds budgeted for 141 Livingston Street. The rent for this facility increases on the fifth anniversary of the lease, so savings will only take effect through FY 2020. In addition, the agency will achieve baseline savings from lease funding that is no longer required for the Civic Center. The City vacated 49-51 Chambers Street at the end of August 2015, and will vacate 346 Broadway by the end of December 2016.		(1,157)	(1,157)	(1,157)	(1,157)
Subtotal:		(1,207)	(1,207)	(1,207)	(1,207)

CITYWIDE SAVINGS PROGRAM

Description	City Personnel Plan as of 6/30/18 Increase/(Decrease)	(City Funds in 000's)			
		2017	2018	2019	2020
Department of Education					
<p><u>Increased Revenue for Special Education Services</u> Increased State Aid for Special Education Paraprofessionals. DOE's Finance and Special Education teams are working collaboratively to ensure that all paraprofessionals have access to SESIS and can better document service provision.</p>		(24,000)	(24,000)	(24,000)	(24,000)
<p><u>Increased Revenue for Contracted Special Education Services</u> Increased State Aid for high-need Special Education students attending contract schools. Interim rates recently set by the State are expected to result in higher reimbursements in the future as well as recovery of prior year claims.</p>		(8,000)	(4,000)	(4,000)	(4,000)
<p><u>Central Admin Efficiencies</u> Savings identified through efficiencies across central divisions. Includes newly updated Standard Operating Procedures (SOP's). Savings are to be identified in DOE's Central Administration Division in the following areas: supplies, equipment, contractual services, and professional services.</p>		--	(4,000)	(4,000)	(4,000)
<p><u>Small School Consolidations</u> In FY2016 the Department engaged in a process to consolidate small schools. Newly consolidated schools will now combine resources to more efficiently utilize support staff. Savings are generated from the flat allocation each school received for admin support prior to consolidating.</p>		(2,475)	(2,475)	(2,475)	(2,475)
<p><u>Budget Re-estimate</u> Aligns the FY17 budget to match actual expenditures in the SONYC program.</p>		(10,000)	--	--	--
Subtotal:		(44,475)	(34,475)	(34,475)	(34,475)

CITYWIDE SAVINGS PROGRAM

Description	City Personnel Plan as of 6/30/18 Increase/(Decrease)	(City Funds in 000's)			
		2017	2018	2019	2020
Miscellaneous					
<p><u>Mental Health Re-estimate</u> Baseline reduction to Mental Health Institutions expenses based on lower actuals - City and State split the cost for mental health fitness to stand trial evaluations for individuals arrested for crimes committed in the City.</p>		(5,000)	(10,000)	(10,000)	(10,000)
<p><u>Community College Re-estimate</u> Baseline reduction to Students in Community Colleges expenses based on lower actuals - City pays half of the tuition for City residents to attend community colleges outside of the City but still within the State.</p>		(5,000)	(10,000)	(10,000)	(10,000)
<p><u>Health Insurance Re-estimate</u> Reduce Medicare Part "B" reimbursement expense to reflect a lower rate increase than budgeted and fewer eligible retirees than estimated.</p>		(40,000)	(40,000)	(50,000)	(50,000)
<p><u>Fringe Benefit Savings</u> Fringe benefit savings for Health, FICA, and SWB due to lower than planned headcount for FY17 Q1.</p>		(26,398)	--	--	--
<p><u>Realizing State Revenues for MTA Bus Service</u> DOT receives Statewide Mass Transportation Operating Assistance (STOA) for MTA Bus from New York State DOT. Based on a revenue reconciliation covering the last several years, additional State revenue will be realized against FY17. Additionally, the out year budget will be adjusted to reflect the amount expected based on the State's Enacted Budget for SFY 2016 - 2017.</p>		(163,541)	(23,167)	(23,167)	(23,167)
Subtotal:		(239,939)	(83,167)	(93,167)	(93,167)

CITYWIDE SAVINGS PROGRAM

Description	City Personnel Plan as of 6/30/18 Increase/(Decrease)	(City Funds in 000's)			
		2017	2018	2019	2020
Debt Service					
<u>GO Baseline Reconciliation</u> Reconciliation of GO debt service to reflect FY16 bond issuance, refunding, and other activities.		(25)	(34)	(29)	(350)
<u>GO Reoffering Impact</u> Reflects reoffering of GO bonds.		1,256	2,775	2,775	2,075
<u>GO New Money Debt Service</u> Debt service on new GO bonds issued during FY17.		18,262	40,333	69,410	69,143
<u>GO Projected New Money Debt Service</u> Projected debt service on GO bonds to be issued during FY17.		(32,513)	(86,585)	(114,438)	(113,339)
<u>GO Variable Rate Interest</u> Interest on variable rate bonds.		(54,657)	13,388	13,388	13,388
<u>GO Variable Rate Support Costs</u> Fees associated with supporting variable rate bonds.		(20,000)	--	--	--
<u>GO Earnings on Proceeds</u> Interest earned from GO bond proceeds.		(453)	750	(250)	(225)
<u>RAN/TAN Interest</u> Removing interest cost associated with issuance of RAN/TAN in FY17.		(74,624)	--	--	--
<u>Lease Debt - HYIC ISP</u> Reduced estimated need for interest support for HYIC bonds.		--	--	--	(11,662)
<u>Lease Debt - HYIC TEP</u> Tax equivalency payments to HYIC.		11,662	11,662	11,662	11,662

CITYWIDE SAVINGS PROGRAM

Description	City Personnel Plan as of 6/30/18 Increase/(Decrease)	(City Funds in 000's)			
		2017	2018	2019	2020
Debt Service					
<u>TFA Retention</u> Funding requirements for TFA debt service and other costs.		1,405	(15,680)	(54,775)	(53,998)
<u>GO Federal BAB Subsidy</u> Federal subsidy from issuance of Build America Bonds.		(353)	--	--	--
<u>TFA Federal BAB Subsidy</u> Federal subsidy from issuance of Build America Bonds and Qualified School Construction Bonds.		(501)	--	--	--
Subtotal:		(150,541)	(33,391)	(72,257)	(83,306)

CITYWIDE SAVINGS PROGRAM

Description	City Personnel Plan as of 6/30/18 Increase/(Decrease)	(City Funds in 000's)			
		2017	2018	2019	2020
Citywide Savings Initiatives					
<u>Citywide Fleet Optimization.</u> Reduce the size of the city's fleet and the number of vehicles rented through expansion of citywide car sharing (FastFleet), and accelerated review of underutilized city vehicles that can be transferred to those agencies with new vehicle needs or retired.		--	(10,000)	(13,000)	(11,000)
<u>Reduction in paper checks.</u> Reduction in the number of paper checks circulating by addressing vendor payments, increasing the number of employees paid via direct deposit and eliminating inter and intra agency checks.		--	(1,000)	(2,000)	(3,000)
<u>Savings to be achieved from a color printing cap.</u> Savings to be achieved from a color printing cap.		--	(1,000)	(1,000)	(2,000)
Subtotal:		--	(12,000)	(16,000)	(16,000)

CITYWIDE SAVINGS PROGRAM

Description	City Personnel Plan as of 6/30/18 Increase/(Decrease)	(City Funds in 000's)			
		2017	2018	2019	2020
Procurement Savings					
<u>Procurement Savings</u> Agencies will procure goods and services with greater efficiency through improved management and will reduce the City's OTPS costs by \$55.5 million each year beginning in 2018.		--	(55,519)	(55,519)	(55,519)
Subtotal:		--	(55,519)	(55,519)	(55,519)

CITYWIDE SAVINGS PROGRAM

Description	City Personnel Plan as of 6/30/18 Increase/(Decrease)	(City Funds in 000's)			
		2017	2018	2019	2020
Office of the Actuary					
<u>Contractual Savings from Insourcing of Chief Information Officer</u> The agency will hire a Chief Information Officer to eliminate the agency's reliance on an outside IT consultant for managing its network operations and, implementing upgrades required for the agency's changing business processes.		(54)	(54)	(54)	(54)
<u>Telecom Savings</u> The Office of the Actuary will achieve savings through the implementation of a Voice over Internet Protocol (VoIP) telephone system throughout the agency.		--	(20)	(20)	(20)
Subtotal:		(54)	(74)	(74)	(74)

CITYWIDE SAVINGS PROGRAM

Description	City Personnel Plan as of 6/30/18 Increase/(Decrease)	(City Funds in 000's)			
		2017	2018	2019	2020
Department of Emergency Management					
<u>Flood Barrier Protection Savings</u> The agency has identified savings by utilizing contractual subject matter experts to assist with flood barrier protection deployment.		(395)	--	--	--
<u>Notify NYC Application Savings</u> The agency will reduce current costs and avoid future costs by migrating users from a text messaging platform to a more cost effective application-based model for sending emergency alerts to subscribers.		(143)	(116)	(87)	(58)
Subtotal:		(538)	(116)	(87)	(58)

CITYWIDE SAVINGS PROGRAM

Description	City Personnel Plan as of 6/30/18 Increase/(Decrease)	(City Funds in 000's)			
		2017	2018	2019	2020
Administrative Tax Appeals					
<u>PS Savings</u> The agency will achieve savings in the current fiscal year as a result of delays in hiring. The agency has identified savings in FY 2018 and the out years through a 25 percent reduction in overtime expenditures.		(50)	(51)	(51)	(51)
Subtotal:		(50)	(51)	(51)	(51)

CITYWIDE SAVINGS PROGRAM

Description	City Personnel Plan as of 6/30/18 Increase/(Decrease)	(City Funds in 000's)			
		2017	2018	2019	2020
Law Department					
<u>Sale of Streets</u> The Law Department has collected revenue from the sale of streets to private companies or persons. The value of the street is established by DCAS through an appraisal process.		(1,483)	--	--	--
<u>PS Accruals</u> The Law Department has reviewed its forecast for personnel spending and will be able to reduce its PS budget in FY17.		(1,700)	--	--	--
Subtotal:		(3,183)	--	--	--

CITYWIDE SAVINGS PROGRAM

Description	City Personnel Plan as of 6/30/18 Increase/(Decrease)	(City Funds in 000's)			
		2017	2018	2019	2020
Department of City Planning					
<u>Paperless Filing Savings</u> The Department of City Planning (DCP) will reduce its OTPS budget in FY17 and out years due to lower than expected maintenance costs associated with the agency's Information Technology systems.		(303)	(257)	(246)	(247)
Subtotal:		(303)	(257)	(246)	(247)

CITYWIDE SAVINGS PROGRAM

Description	City Personnel Plan as of 6/30/18 Increase/(Decrease)	(City Funds in 000's)			
		2017	2018	2019	2020
Department of Investigation					
<u>Reduction of Discretionary Expense Budget</u> Baseline one percent reduction in OTPS expense budget.		(22)	(22)	(22)	(22)
Subtotal:		(22)	(22)	(22)	(22)

CITYWIDE SAVINGS PROGRAM

Description	City Personnel Plan as of 6/30/18 Increase/(Decrease)	(City Funds in 000's)			
		2017	2018	2019	2020
Board of Correction					
<u>PS Accruals</u> PS accruals as a result of delayed hiring in the current year and anticipated PS accruals in the out years.		(31)	(31)	(31)	(31)
Subtotal:		(31)	(31)	(31)	(31)

CITYWIDE SAVINGS PROGRAM

Description	City Personnel Plan as of 6/30/18 Increase/(Decrease)	(City Funds in 000's)			
		2017	2018	2019	2020
City Clerk					
<u>Headcount Reduction due to Accelerated Records Scanning</u> Savings will be achieved through the elimination of two vacant Clerical Associate positions that were previously assigned to work in the City Clerk's records room. The agency will not need to fill these clerical positions as a result of scanning an additional six years of marriage records in the current fiscal year, reducing the need for clerical personnel to handle paper records.	(2) C	(68)	(68)	(68)	(68)
Subtotal:	(2) C	(68)	(68)	(68)	(68)

CITYWIDE SAVINGS PROGRAM

Description	City Personnel Plan as of 6/30/18 Increase/(Decrease)	(City Funds in 000's)			
		2017	2018	2019	2020
Financial Information Services Agency					
<p><u>PS Reduction</u> FISA/OPA has instituted matrix management under one Executive Director and integrated the operations and management of OPA and FISA. It allows FISA to delay and forgo the filling of certain positions where other staff resources can be utilized.</p>	(2) C	(350)	(579)	(579)	(579)
<p><u>Reduced Maintenance Costs</u> FISA carefully tracks end-of-life computer hardware and replaces outdated equipment after its 5 year life span. As a result of this, FISA is able to reduce maintenance funding due to lower costs of maintaining new equipment.</p>		(207)	(541)	(541)	(541)
<p><u>Reduced Rental Costs</u> Due to building improvements at 450 West 33rd Street, FISA was required to relocate some staff. Through negotiations with the landlord, reduced rental costs were secured for 3.5 months in FY17.</p>		(500)	--	--	--
Subtotal:	(2) C	(1,057)	(1,120)	(1,120)	(1,120)

CITYWIDE SAVINGS PROGRAM

Description	City Personnel Plan as of 6/30/18 Increase/(Decrease)	(City Funds in 000's)			
		2017	2018	2019	2020
Office of Payroll Administration					
<p><u>OPA PS SAVINGS</u> FISA/OPA has instituted matrix management under one Executive Director and integrated the operations and management of OPA and FISA. FISA and OPA employees with similar responsibilities have been grouped together across Agency lines resulting in PS savings.</p>		(121)	(127)	(127)	(127)
<p><u>Consultant/Computer Service Cost</u> With the institution of matrix management, FISA/OPA are able to perform certain IT functions more efficiently with in-house staff or by combining maintenance agreements. As a result, OPA is able to relinquish some consultant/computer service costs for the current and out years.</p>		(25)	(32)	(32)	(32)
<p><u>OPA OTPS SAVINGS</u> OPA has completed their final move to co-locate with FISA at 450 W33rd Street. The co-location allows OPA and FISA to share office resources and eliminate or decrease services that are no longer needed.</p>		(18)	(18)	(18)	(18)
Subtotal:		(164)	(177)	(177)	(177)

CITYWIDE SAVINGS PROGRAM

Description	City Personnel Plan as of 6/30/18 Increase/(Decrease)	(City Funds in 000's)			
		2017	2018	2019	2020
Equal Employ Practices Comm					
<u>Reduction of OTPS Expenses</u> The agency will realize savings from a reduction in expenditures or various OTPS items, including library books, advertising, data processing, printing services, contractual services, and cleaning services.		(10)	(11)	(11)	(11)
Subtotal:		(10)	(11)	(11)	(11)

CITYWIDE SAVINGS PROGRAM

Description	City Personnel Plan as of 6/30/18 Increase/(Decrease)	(City Funds in 000's)			
		2017	2018	2019	2020
Civil Service Commission					
<u>Electronic Records System</u> The agency will realize savings from the implementation of an electronic records system by reducing the purchase of paper stock, storage boxes, postage, and copying supplies and by reducing staff overtime.		--	(11)	(11)	(11)
Subtotal:		--	(11)	(11)	(11)

CITYWIDE SAVINGS PROGRAM

Description	City Personnel Plan as of 6/30/18 Increase/(Decrease)	(City Funds in 000's)			
		2017	2018	2019	2020
Landmarks Preservation Comm.					
<u>Landmark Permit Revenue Increase</u> LPC has implemented administrative and productivity measures, including stream lining the permit application and approval process, updating its Permit Application Guide and creating new instruction sheets to ensure complete applications. Additional revenue will be generated from these improvements in the permit application process.		(100)	(100)	(100)	(100)
Subtotal:		(100)	(100)	(100)	(100)

CITYWIDE SAVINGS PROGRAM

Description	City Personnel Plan as of 6/30/18 Increase/(Decrease)	(City Funds in 000's)			
		2017	2018	2019	2020
NYC Taxi and Limousine Comm					
<u>Reduction of Contracted Security Guards</u> TLC is updating their office security plan to account for changing security needs at their new facility.		(98)	(169)	(169)	(169)
<u>TLC PS Savings</u> Given a significant number of vacant positions, TLC will realize salary savings. These savings add to the \$1.9M in PS savings reflected in the Adopted Financial Plan. TLC plans to fill nearly half of their vacancies with an inspector class scheduled for this spring.		(703)	--	--	--
Subtotal:		(801)	(169)	(169)	(169)

CITYWIDE SAVINGS PROGRAM

Description	City Personnel Plan as of 6/30/18 Increase/(Decrease)	(City Funds in 000's)			
		2017	2018	2019	2020
Office of Collective Bargaining					
<u>Website Redesign Savings</u> The Office of Collective Bargaining has completed a website redesign that will allow the agency to discontinue a contract with an outside vendor for search engine functionality.		(3)	(3)	(3)	(3)
Subtotal:		(3)	(3)	(3)	(3)

CITYWIDE SAVINGS PROGRAM

Description	City Personnel Plan as of 6/30/18 Increase/(Decrease)	(City Funds in 000's)			
		2017	2018	2019	2020
Department of Probation					
<u>PS Accruals</u> PS accruals as a result of delayed hiring.		(138)	--	--	--
Subtotal:		(138)	--	--	--

CITYWIDE SAVINGS PROGRAM

Description	City Personnel Plan as of 6/30/18 Increase/(Decrease)	(City Funds in 000's)			
		2017	2018	2019	2020
Department of Small Business Services					
<p><u>OER Brownfield Fund B/C Z031</u> The Office of Environmental Remediation (OER) provides Brownfield Incentive Grants to reimburse development teams performing cleanup and remediation work on projects enrolled in the City's Voluntary Cleanup Program. The agency will achieve savings by recognizing unclaimed grant funds.</p>		(180)	--	--	--
<p><u>PS Vacancy Savings</u> The Department of Small Business Services will achieve PS savings as a result of the merging of two of its divisions and delays in hiring.</p>		(200)	--	--	--
<p><u>Legacy Business Support Savings</u> The Department of Small Business Services Legacy Business Support program provides existing small businesses with support services including workshops. Lower than projected OTPS spending is anticipated for the program in FY18 and the out years.</p>		--	(80)	(80)	(38)
<p><u>Neighborhood Dev. Div. Savings</u> The Department of Small Business Services (SBS) Neighborhood Investment program provides a variety of resources to businesses in rezoned neighborhoods. Through the initial year planning and analysis of target neighborhoods, SBS is able to reduce some of the OTPS spending for the program.</p>		(177)	(112)	(81)	(73)
<p><u>Cool Roofs Green Bldg Savings</u> The Department of Small Business Services Cool Roofs program cools New York City rooftops with a white reflective coating that reduces building energy consumption and citywide carbon emissions. Through initial year planning and analysis, SBS is able to reduce some of the OTPS spending for the program.</p>		(192)	(192)	(192)	(192)
<p><u>Workforce Development Funding Swap</u> The Department of Small Business Services will achieve savings by using grant funding for eligible City tax levy expenses in the Workforce Development program.</p>		(54)	(61)	(66)	(66)

CITYWIDE SAVINGS PROGRAM

Description	City Personnel Plan as of 6/30/18 Increase/(Decrease)	(City Funds in 000's)			
		2017	2018	2019	2020
Department of Small Business Services					
<u>Realizing State Revenues for Staten Island express bus service</u> DOT receives STOA funding for a Staten Island express bus service from New York State DOT. Based on a revenue reconciliation covering the last several years, additional State revenue will be realized against FY17. Additionally, the out-year budget will be adjusted to reflect the amount expected based on the State's Enacted Budget for SFY2016-2017.		(2,000)	(2,000)	(2,000)	(2,000)
Subtotal:		(2,803)	(2,445)	(2,419)	(2,369)

CITYWIDE SAVINGS PROGRAM

Description	City Personnel Plan as of 6/30/18 Increase/(Decrease)	(City Funds in 000's)			
		2017	2018	2019	2020
Department of Information Technology and Telecommunication					
<p><u>MOME - Alt Incentive Program Savings</u> The Mayor's Office of Media and Entertainment's (MOME's) Incentive Fund supports film and television production, as well as music, advertising and publishing, through industry development, workforce development and education, and community investment initiatives. The agency will achieve savings by reducing program OTPS costs in the current fiscal year.</p>		(277)	(247)	(247)	(247)
<p><u>Application Development Management OTPS Reduction</u> The division identified savings across its OTPS budget.</p>		(491)	(439)	(439)	(439)
<p><u>Decommissioning and Software Optimization Efficiencies</u> This initiative includes agency-wide decreased costs and savings to be achieved by decommissioning equipment that is reaching end-of-life, moving to more efficient servers or storage solutions, and removing software with redundant functionality or software for which functionality is provided within another software package.</p>		(2,574)	(3,921)	(3,921)	(3,921)
Subtotal:		(3,342)	(4,607)	(4,607)	(4,607)

CITYWIDE SAVINGS PROGRAM

Description	City Personnel Plan as of 6/30/18 Increase/(Decrease)	(City Funds in 000's)			
		2017	2018	2019	2020
Department of Consumer Affairs					
<u>Earned Income Tax Credit Contract Savings</u> DCA is in the process of registering their own contracts for both tax providers and advertising agencies, which will eliminate administrative fees and result in OTPS savings.		--	(375)	(375)	(375)
<u>PS Accruals</u> PS accruals as a result of delayed hiring.		(366)	--	--	--
Subtotal:		(366)	(375)	(375)	(375)